

CONTENTS

Unit No.	Title	Page No.
SEMESTER - II		
1.	Presentations	01
2.	Group Discussion and Interviews	13
3.	Group Communications : Meetings	27
4.	Conference For Communication	34
5.	Public Relations	40
6.	Trade Letters	51
7.	Complaints, Claims and Adjustments	64
8.	Consumer Grievance Letters	74
9.	Right to Information Queries	85
10.	The Sales Letter	95
11.	Report Writing	101
12.	Summarising Text	112



Unit-1

PRESENTATIONS

Learning objectives :

- To focus on the growing importance of making presentations for various objectives with the help of technology.
- To discuss the various components that make a presentation effective and to offer practical tips in preparing a presentation.

Introduction :

The quantum leap in technology has made presentations a favourite tool of the present day communicator. Presentations are used for various objectives – from delivering lectures to making sales pitches, from disseminating information to persuading people, from selling products and projects to using them as substitutes for live demonstrations. In fact, even the over- head projector that was once so popular as a mode of presentation has paved way for the power packed, power- point presentation. So popular and universal is its use that it is considered an indispensable facility available for use on the computer. The use of colour, images and dramatic effects available with the program not only lend an aesthetic appeal to your campaign but also make it lively and interesting. One of the chief advantages of this mode is that it is very economical; the matter of the presentation packed into too many slides can now be easily carried on the CD, floppy or pen-drive. With a computer, a projector and a screen, it can be delivered with just the click of a MOUSE.

No wonder the ability to make effective presentations is considered to be akin to a fine art.

Various inputs are required to make a memorable presentation, but like any other skill this too can be perfected with practice. Institutions of higher education and business schools have made it an integral part of course content. It is therefore necessary to examine the components that go into the skill of making wonderful presentations.

To begin with there are three important steps :

- A. Determining the purpose.
- B. Preparation.
- C. Delivery.

A. THE PURPOSE.

At the very outset one should define the specific objective of the presentation. Generally, it could one of the following: to inform, to persuade or to entertain.

To inform : This is the chief objective when one has to teach, to instruct, to demonstrate or induct employees in a company. A progress report or sales report of an organization would also be primarily imparting information.

When the information to be imparted is vast it makes good sense to categorise it into smaller units under common factors. This allows the presenter and the audience to marshal a lot of information into manageable bits, easy to understand, retain or reproduce.

To persuade : Whatever the immediate objective of a presentation, in the long run, every presenter has to persuade the audience that the presentation is worth listening to, that it would benefit them. It is only when one is so persuaded that one would be willing to attend to it, more so when it is an unsolicited presentation that one has not asked for. But there are some presentations that are meant purely for persuasion, particularly those that are aimed at sales of products, projects or services, or those aimed at getting contracts.

Such presentations should incorporate the principles for sales in addition to those of a good presentation if the desired objective of winning the contract is to be achieved.

To entertain : Some presentations would seek to merely entertain the audience. For example, presentations delivered at gatherings and meetings that are not purely for business or educational purpose. These may be delivered at informal or social meetings, for example, eminent persons from various fields, invited to deliver a talk, a speech or a presentation. Any presentation should have some entertainment value. A liberal dose of light hearted humour acts as a stress reliever and provides a welcome change to enable listeners to concentrate better on the important matters that follow.

B. PREPARATION :

A thorough planning is the main ingredient of an effective presentation. There is no substitute for adequate preparation. One should plan the preparation so that it can be given a trial as well. It is necessary to remember that spending too much time on preparation may result in relatively little time for a trial run.

Often preparation may involve a lot of primary research such as collecting facts and figures, or secondary research, which is collecting and gleaming data from research work already done articles, journals and magazines.

The data and information gathered is at times so voluminous that organizing it and compressing it to fit into the limit of given time could be a daunting task. It is therefore advisable to organize all relevant material into a workable outline. Ideally the outline too should be around five to nine points. This helps in organizing data systematically and discarding unwanted and irrelevant details.

Needless to say the outline and the presentation should be designed around an introduction, a body and a conclusion. One should first plan an appropriate title. A striking, catchy and an apt title often creates a good first impression and gives an idea about the rest of the presentation. For example,

The Best of Times, The Worst of Times The Globalized World ! A dramatic introduction using striking visuals, newspaper headlines or a quotation help to arrest the attention of the audience. The body, in dealing with the actual content of the topic, should be organized logically and systematically to make the main point. Finally, the conclusion also should aim at creating an impact on the audience. To make it effective, one could use a quotation or a rhetorical question or even a rehearsed interactive episode with the audience.

As part of preparation, particularly if the presentation has the important agenda of clinching a sales deal, it is advisable for beginners to take a trial run. This means also ensuring the time limit. Exceeding the time limit, or falling short of it, both could be disastrous.

It is also advisable, to select or even choose a topic oneself. This allows the student to be more enthusiastic, more convincing and more confident. Preparation also implies obtaining audience profile – such as age group, interests,

occupations etc. Testing the place for sound, light, ventilation and seating arrangement is a big help in ensuring the equipment does not fail at the crucial moment. If possible, one should fix the timing of the presentation to suit its purpose. For example a post-lunch session is a very difficult and challenging slot as people tend to be sluggish.

C. DELIVERY.

The delivery of the presentation covers two aspects—
i) the visual and ii) the oral.

The visual aspect refers to the text and the images used. One must ensure that the slides are attractive in terms of color, effects, images and text, for which power point packages offer a great variety. And yet, they should not be so attractive as to cause a distraction! Facts, figures and spellings should be accurate as errors when displayed on the screen are glaringly conspicuous.

The oral delivery of the presentation is equally or often more important than the visuals and it should both complement and reinforce the visuals. Careful attention should be paid to voice modulation, correct Pronunciation, use of tones appropriate choice of words with pauses at the right place to emphasize a point.

Apart from the voice body language is yet another important factor of a presentation. Research and experience have proved that the speaker's posture, gestures, facial expression and dressing, impact an audience as much or more than the content and delivery of speech. For formal presentations, is it for business or at a formal gathering, formal dressing is best suited? The clothes should be above all comfortable and complement the speaker, not distract the audience. Practice would instill confidence and poise whereas nervousness would be visible in the absence of a natural ease and a smile.

Eye contact is a very important feature of any interface. It makes each person in the audience feel a sense of inclusiveness and helps the speaker judge the instant feedback from the facial expressions of the listeners. It also acts as a powerful deterrent to those who are fidgety and likely to cause disturbance. A good speaker has to make a conscious effort in the beginning to make eye contact with all sections and with experience this may happen naturally.

Often, beginners tend to be nervous and edgy. But practice and rehearsal before friends, or even before a mirror in

privacy, goes a long way in developing confidence. It also helps in making a conscious effort to breathe deep just before delivery, in order to dispel nervousness.

Last, and certainly not the least, one must remember that a generous dose of HUMOUR is a significant and essential part of any good presentation. When the topics are heavy or with a lot of complex matter, humour not only provides a necessary relief but the variation enables the audience to go back to the topic easily. A presentation peppered with humorous anecdotes or quotations often leaves an indelible mark in the memory of the listeners!

A.) Evaluating your presentation: A checklist. Content : Key Elements

1. Is the introduction adequate and appropriate?
2. Is the organization of material appropriate?
3. Is the transition from one key element to another smooth?
4. Is the use of supporting materials appropriate?
5. Is the use of visual aids appropriate?
6. Is the use of language appropriate?
7. Is the summing up appropriate?

Delivery : Key Elements

1. Is the eye-contact sufficient?
2. Are the gestures appropriate?
3. Are the facial expressions appropriate?
4. Is the appearance poised and confident?
5. How is the vocal expressiveness voice modulation?
6. Is the rate of speech appropriate?
7. How is the vocal emphasis?
8. Is the articulation clear, pronunciation correct, speed of words appropriate? Are the pauses at the right places?

AN EXAMPLE OF THE OUTLINE AND A FULL LENGTH PRESENTATION.

Title : Run For Your Life!

Sub-title : The need, importance and benefits of physical exercise.

1. Introduction: Nature of modern fast paced life.
2. Effects of life on the fast track.
3. Need for exercise mental, physical, spiritual.
4. Benefits of exercise.
5. Modern day forms of exercise.
6. Conclusion.

Introduction. **Shahrukh Khan** goes for 6 pack abs. Amir Khan up to 8 pack abs.

Leena Mogre opens her hi-style gym. Fitness First opens in Oshivara.

Cloud 9 opens its 9th outlet in Bandra.

Respected judges, professors and friends, Are all these a symbol of a rising and shining India? Yes, but much more, they a sign of the changing times, an increasingly body and health conscious people of a fast developing country India.

1. Friends you must be aware that with a happy rising GDP and a satisfying soaring sensex there is also a distressing increase in suicides, hyper tension, diabetes, depression and heart ailments. In fact it has been predicted that India will be the diabetes capital of the world. And who or what is to be blamed for this state of affairs? Not just the nature of the fast- paced modern life but also the wrong health habits of the people.

2. Life on the fast track has its own advantages and pitfalls. Today's youth is focused and in a hurry to achieve success. One may get a good job, income, lifestyle and all the trappings of success, but at what cost? They have little time to savour the little pleasures of life, The result is long working hours, lack of sleep, stress and hyper tension. Surely life is not all about financial security and professional success alone? One needs good health to enjoy the fruits of success.

3. It is not uncommon or strange that practically everyday newspapers and other media are advocating the importance of exercise and right diet. Exercise is to the body what active usage is to any machine. Take the example of any car or a sewing machine that is not put to use for a couple of months. It is but natural that after a couple of months of disuse the car's battery would have discharged, the machinery rusted or clogged. But a running machine would be in excellent form giving peak performance with an occasional servicing.

4. Similarly the mind too gets sharper and more effective with mental exercise and training as well as right thinking. So too the spirit and soul of man would be more receptive to awareness and acceptance of divine grace when kept in good shape with the spiritual exercise of prayer, meditation and fasting.

5. The benefits of exercise are manifold. An exercised body is ready for peak performance because it is energetic. A person has greater stamina. It increases heart rate and blood supply to all the parts of the body. Exercise releases

endorphins which impart to the body a heightened awareness and a sense of well being as well as alertness. It engenders the value of self-discipline and hard work. It makes one focused and sure and determined. The sense of well being makes a person cheerful and enthusiastic. These qualities are key drivers in a person's attitude to work and relationships. Such an individual would also be positive, easy to get along with and an active contributor to society.

6. Having said that we need to consider the different ways of bodily exercise. The modern world offers a rich variety of ways. There are of course the modern gyms which have become so popular. There are the older variations of the humble home grown gyms, the vyayamshalas and the akharas. The pole climbing and wrestling and boxing as much as the karate and the judo are other forms of both exercise, sport and body fitness combined. There is our very own Yoga, now an internationally renowned form of both mental and physical fitness. But what about the cheapest and commonest form of fitness and exercise that any one can use? Why it is the the simplest walking and jogging or running. No need of spending hefty amounts in fashionable gyms or training schools. Any one can walk or gradually progress to run a small stretch of the road. This explains the popularity of the public parks with running tracks and tracks for walking. They are the popular Nana Nani parks and friends if you notice there are people of all ages and sizes and shapes, not just grand parents and oldies. Even if the parks are named for them! This also explains the popularity of the old adage: After supper rest a while, after dinner walk a mile. Of course one doesn't advocate running after dinner. Also observe how the doctors are all always advising people to walk everyday for at least half an hour daily. A brisk walk or a slow run are what can do wonders, and all at no cost!

7. The Marathons are yet another feature that explain the popularity of running. Watch how young and old have all enthusiastically taken to it and not just in India but all over the world. They have also helped focus attention on a cause and helped multinational and national companies contribute their bit by demonstrating corporate responsibility. And so in conclusion friends I can only stress the importance of running to make your life longer, healthier and happier by saying: Keep away strife, Take your wife and Run for your Life.

B) The (OHP) --- the Over-Head Projector

The OHP or the Over-Head Projector is another popular tool used for making presentations where the computer facility for a power-point presentation (PPT) is not possible. It is a low cost alternative affording an interactive environment, especially to educators.



The OHP consists of a large box containing a very bright lamp and a fan to cool it, on top of which is a large lens. Above the box extends an arm with a mirror at its end. The lens focuses and redirects the light forward instead of up above.

Transparencies (sheets of thick transparent plastic, with the matter to be projected either printed or written on it) are placed on top of the lens for display. The light from the lamp travels through the transparency and on the mirror, where it is shone for display.

The mirror allows both the presenter and the audience to see the image at the same time, the presenter looking down at the OHP top and the audience at the screen. The height of the mirror is adjustable to help focus the image on the screen.

The advantage of the OHP is that it is portable (though it is heavy!) and the transparencies, once prepared, can be put to repeated use and can be easily carried and preserved. They can be used to photo-copy text and illustrations, in colour or in black, and when it

is not possible to photo-copy one can write and illustrate oneself, using the special markers or pens.

As in a ppt, care should be taken that the text is not in small font or detailed. Only bold font size should be used in outline or point-form. The same attention, as for a ppt, should be paid namely, correctness, the correct order, (preferably numbered), attractiveness, (not distraction), and clear visibility.

C) The Use of Visual Aids and Graphics.

The success of any communication depends not only on how one accesses information and organized it, but also on how well one presents it. In order to make a message, or a presentation or a report more comprehensible, graphics or visual aids are used.

In this section, students will learn the importance and effective use of visual aids that will help them in making effective presentations oral and written. Commonly used visual aids are tables, bar charts, line-charts, pie charts, maps, flowcharts, diagrams and photographs.

Why are the visual aids used?

1. Visual aids are used to simplify the matter. Complicated data can be simplified with the help of conceptual models, diagrams, and charts.
2. Visual aids clarify numerical information, procedures, trends.
3. They are used to emphasize, to impress and to attract the attention of the receiver.
4. They are used to summarise the data.
5. They are used to establish linkage or unity in diverse points.
6. Their impact is long lasting.

Types of Visual Aids.

1. **Tables:** Tables include vertical columns and horizontal rows. Facts and figures could be presented with the help of tables.

Tables are good for precise numerical data. However, they are tedious to prepare.

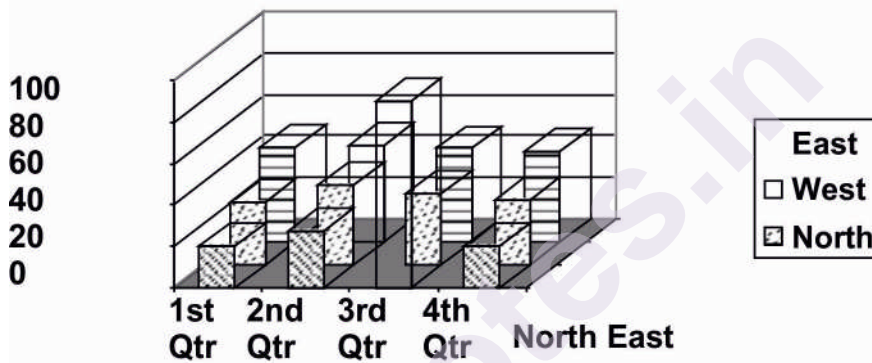
For e.g:

Combined First –Year Cost For Four Sites Locations

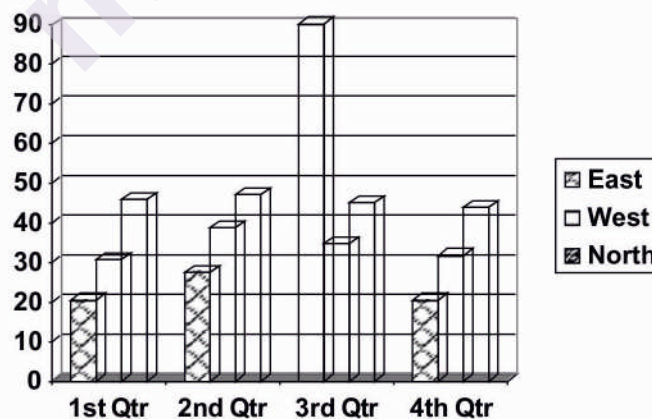
Cost (in Rs.)	Kandivali	Borivali	Dahisar	Miraroad
Lease	90,000	95,000	80,000	75,000
Property Tax	20,000	20,000	18,000	13,000
Maintenance	20,000	20,000	15,000	13,000
Transportation	50,000	50,000	60,000	60,000
Total	1,80,000	1,85,000	1,73,000	1,61,000

2 Simple Bar Chart : These are used for quantities or growth over a period of time.

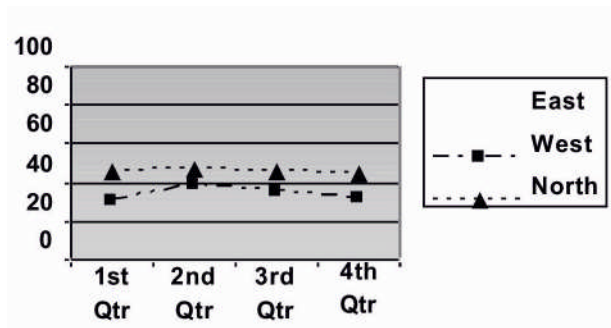
For e.g.:



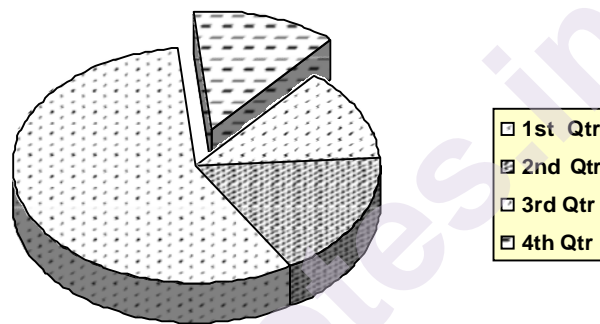
3. Multiple Range Bar Chart/ Diagram. : These make use of vertical and horizontal axis. They can be segmented as well as clustered. These are generally used to depict proportional relationships and comparisons. They are often incorrectly drawn and lead to lack of clarity. For e.g.:



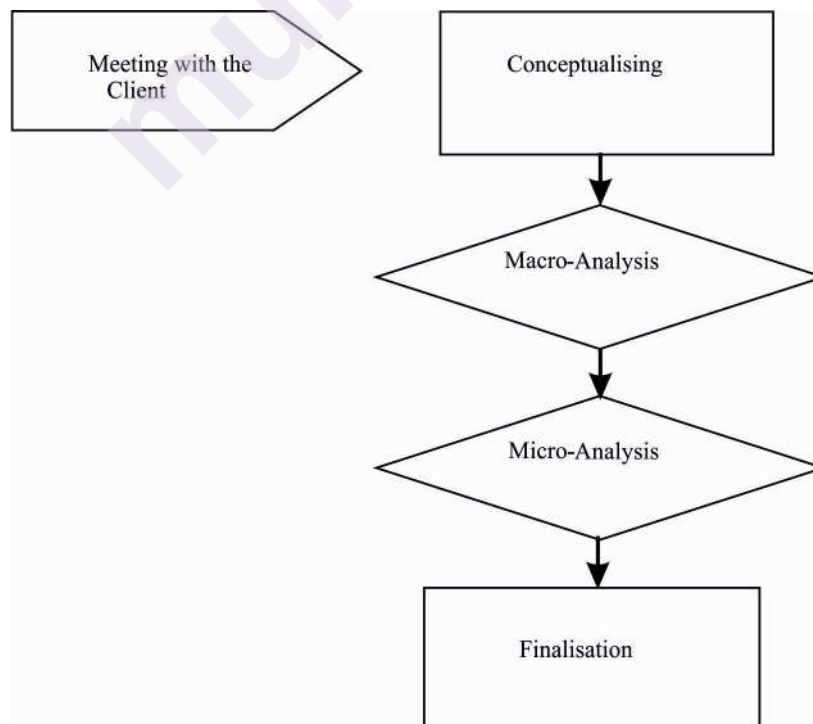
Line Chart : These make use of vertical and horizontal axis. One has to use the right scale to present the data. These are generally used for depicting trends. However, too many lines can become very confusing. For e.g.:



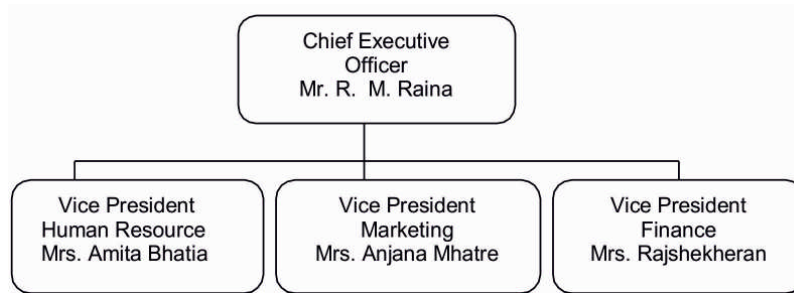
5. Pie Chart: As the name indicates, it looks like a pie and its divisions look like the slices of the pie. It is effectively used for making quantitative analysis or for the presentation of technical data. Use of colours makes the presentation attractive. It is best used for emphasizing a comparative data. For e.g.:



6. Flow Charts: Flow charts are easy to understand diagrams that convey information step by step.



7. Organizational Charts: These are used to display physical or conceptual relationships rather than numerical ones. For e.g.:



These apart, transparencies, sketches, maps, pictograms, posters, films are the commonly used forms of visual aids.

(For beginners in Presentations it is advisable to surf the Net to avail further tips on making power point presentation (ppt). Some of the interactive sites are

1. www.microsoft.com/office/2007
2. www.actden.com
3. www.internet4classrooms.com
4. www.bcschools.net
5. [owl.english.purdue.edu/workshops/pp-](http://owl.english.purdue.edu/workshops/pp/)In addition they may note that Microsoft Office includes ppt software.)

Suggested Topics for Presentations:

- i. The Nano effect.
- ii. India's place in the global economy.
- iii. Whither youth?
- iv. The NET result – the www.
- v. India — 2020.
- vi. IQ and EQ.

*[No Question on Theory]



Unit-2

GROUP DISCUSSION AND INTERVIEWS

Learning objectives :

- To focus on the set of skills required to be successful in a Group Discussion
- To understand the process of a Group Discussion
- To understand the structure and styles of Interviews
- To prepare successfully for an Interview

I. Group Discussion

Introduction:

Group Discussion is a method used in the corporate world to measure certain personality traits and/or skills that an organization may look for in the candidates. It allows a group to exchange thoughts and ideas among themselves. GD helps the organization get an idea about candidates in a short time and assess those skills, which normally cannot be evaluated in an interview. A group discussion generally follows a written test. In this method, a group of candidates is given a topic or a situation and asked to discuss it among themselves for not more than half an hour. An ideal group for GD consists of 8 -10 candidates, though figures may vary depending on the situation.

Companies conduct group discussions after the written test (which checks the candidate's technical and conceptual skills) to check the candidate's interactive and interpersonal skills. The GD attempts to assess candidate's behaviour, teamwork, leadership skills, initiative, confidence, listening skills, and open-mindedness in accepting contrary opinions, and participation and contribution in a group. The focus of a GD is thus on

- ☐ verbal communicative ability
- ☐ non-verbal cues
- ☐ leadership skills
- ☐ persuasive skills

Verbal Communicative Ability:

This includes good knowledge of the subject at hand and the power to communicate it in an effective manner. Nothing can compensate for in-depth knowledge of the subject, though it is a herculean task to keep oneself up -to- date on all

possible topics. A good reading habit with focus on various areas like finance, management, politics, society, science, technology, sports, entertainment, etc. can help in building confidence to express one's views on a particular topic. While a positive impact can be created by talking forcefully and convincingly on a subject, this is possible only when the candidate has enough knowledge of the subject under discussion.

Clarity of thought and precision of expression are preferred to verbosity and irrelevant talk. One should speak as much as is necessary, neither more nor less. The language must be formal, plain and simple; pedantry and jargon must be avoided. Slang, informal expressions, etc. should also be avoided.

Appraisers also look for the ability to listen: the candidate's ability to react to the opinions of other participants. Hence, it is necessary to listen carefully to others and then react or proceed to add some more points.

Non-Verbal Cues:

Non-verbal cues are equally important. The importance of non-verbal cues has already been discussed in the previous chapter on non-verbal communication. The evaluator will scrutinize body language, eye contact, etc. of the candidates. It is therefore essential to maintain a good rapport with fellow participants. Non-verbal gestures, such as listening intently or nodding while appreciating someone's viewpoint, send across a positive message. Listening carefully can be a way of encouraging other speaker and exhibiting leadership skills as well. Participants must communicate with each and every candidate present. While speaking one must not look at only a single member, and especially not at the evaluator. Body language says a lot about the individual - one's gestures and mannerisms are more likely to reflect one's attitude than what one says.

Leadership Skills:

The aim of a group discussion is also to judge a candidate's leadership qualities. The evaluator recedes into the background once the discussion starts. The evaluator's attention is on the candidates and the manner in which they display tact, skill, and understanding and leadership qualities to motivate and influence other candidates.

Persuasive Skills:

The evaluator also looks at the manner in which a candidate convinces the other members of the group, and the clarity with which the candidate expresses his/her point of view. The candidate should therefore be articulate, generate ideas, not sound boring, allow others to speak, and have the ability to adopt a stand on a given subject. Even when disagreeing with another candidate, the disagreement must be expressed politely.

The GD Process:

A GD generally consists of three parts: the initiation, the body of the GD, and summarization/conclusion.

Initiation :

The candidate initiating a GD not only gets the opportunity to speak first but also grabs the attention of the evaluator and his/ her fellow candidates. It helps if the candidate can make a favourable first impression with his/her content and communication skills in initiating a GD. However, if a candidate initiates a GD and falters, it might dent his/her chances of making a favourable impression on the evaluator.

If the candidate initiates the GD clearly but remains quiet after that, s/he will end up giving the impression that s/he started the GD only for the sake of starting it or getting those initial brownie points awarded to an initiator.

It is the initiator's responsibility to put the topic into the right perspective or framework. So it is better to initiate a GD only if one has in-depth knowledge about the topic being discussed. If one is not sure of the topic at hand, it is better to listen carefully to the views being expressed by others and then speak. One should not be in a hurry to express one's opinion.

The Body of Discussion:

This is the main part of the GD where all the members of the group express their opinions on the topic. Candidates must restrict themselves to conveying their viewpoints and not use the GD as a contest to run down other arguments. Candidates can politely agree, disagree or choose to remain neutral. A speaker should never be interrupted while speaking. Speaking out of turn and cutting others short create a negative impression. Too much aggression can put off prospective employers.

While speaking, the entire group must be addressed so that everyone is attentive towards what is being said. The focus should never be on the evaluator. To emphasize the content, relevant proverbs, quotes, definitions, facts and figures, statistics, etc. may be used. While using figures or statistics, it must be remembered that macro figures may be generalized, while micro figures must be specific.

Summarization / Conclusion:

A conclusion is where the whole group decides in favor of against the topic. Generally, a GD does not have a conclusion. But the discussion is always summarized. One of the candidates is invited to summarize the discussion. This signals the end of the GD. The candidate must summarize all that the group has discussed. The following can be kept in mind while summarizing a GD:

- ☐ The summary must be brief and succinct.
- ☐ All important points discussed must be included.
- ☐ The focus must not be on the points made by the presenter, alone.
- ☐ No new points must be stated here.

II. INTERVIEWS

Introduction:

An interview is a formal conversation in which both concerned parties attempt to find out if the other party offers something valuable to them. All organisations, irrespective of size or industry, need and use interviews to select the right candidate for the right job. Joe McDermott defines an interview as: -a complex interaction between two parties both of whom are offering something while simultaneously seeking to have a need met. An interview is a two-way process of communication where both the concerned parties have a need; the interviewers seek information from the candidate to determine whether s/he is the right candidate for the job, while the candidate tries to decide whether the job and the organisation are right for him/her.

The purpose of an interview may vary depending on the need and the situation. Interviews are held not only for selection of candidates but also for promotion, redressal of grievances, assessment of performance, etc.

I. Types of Interviews:

A) Selection Interview: This type of interview is also known as Job Interview, Employment Interview, Service

Interview etc. The main objective is to select the right candidate for the right position. Apart from the application letter, curriculum vitae and other documents that a prospective candidate sends the employers, it is essential that a face-to-face meeting take place between the employers and the candidate to check the suitability of the candidate for the position for which s/he is being recruited. This also gives the employer an opportunity to assess the entire personality of the candidate and choose one from among the many applicants for the job.

Most recruiters look for three important requirements in a candidate:

- ☐ Aptitude and Ability
- ☐ Commitment
- ☐ Adaptability

Aptitude and Ability indicate the capacity to do the job. Through the interview, the interviewer tries to find out if the qualities and qualifications mentioned in the CV/Resume are borne out through the replies of the candidate.

Commitment is loyalty and dedication towards the company. The interviewer is interested in knowing if the candidate has a long-term interest in the company i.e. will the candidate stick on to the job or quit in a few months. The interviewer is obviously not interested in repeating the recruitment process in the near future.

Adaptability is the ease with which the candidate will fit into the company: interpersonal relationships, the working style, values, etc.

II. Interview Styles:

1. Directional: This interview style is extremely structured. The interviewer asks specific, direct questions in a pre - set order. One reason for using this format may be the need to maintain consistency across candidates throughout the interview and to make the selection process easier and fairer. This style may also be used for recruitment at lower levels by large organisations that receive too many applications in response to their recruitment drive.

2 Non-Directional: This style is used mainly for higher level recruitment and is more like a conversation than a question-answer session. The interviewer uses open- ended questions to draw out responses from the candidate.

3. **Behavioral:** This style is used by the interviewer to judge the performance of the candidate in the same/similar role in the previous company. In this style, candidates are expected to answer questions with specific examples of how they have tackled problems, handled various situations, etc.

4. **Presentation :** This is again used at higher levels where candidates are expected to make a presentation before a panel.

One must remember, however, that none of these styles will be used in isolation. An interview will consist of a combination of these styles.

III. Format of Interviews:

1. **Pre-Interview Tests :** This format is used when an unusually large number of candidates has applied for a few posts. It is generally in the form of a written test which tests both general and specific technical skills. This is common in IT jobs, government jobs, etc. In case of jobs requiring strenuous physical activity and alertness of mind e.g. armed forces, security personnel, bodyguards, etc. there may be physical and mental tests as well. Group Discussions may also be treated as part of the pre-interview test. Other methods could include case study, role-play, etc.

2. **Individual :** This is an interview where a single interviewer meets the candidate. Generally, the HR department is involved in this task where, from the stack of applications, potential candidates are screened for the main interview. In this stage, the focus is not on the technical know-how of the candidate but more on commitment and adaptability. The questions will be based on the candidate's previous jobs, reasons for leaving, salary, CTC, perks and allowances, salary expectations, etc. Later, the candidate may meet the prospective boss, head of the department, etc for similar one-on-one interviews where subject knowledge, technical skills will be tested.

3. **Panel Interviews :** Here, two or more people form a panel to interview the candidate at the same time. Generally, the panel consists of the head of the department, one member of the HR department, and a third person. There may be an internal/external expert on the panel, if required. The structure of the interview will be the same, the only difference being that the questions will be asked by all the panelists, with each of them performing a different role on the panel.

IV. Structure of the Interview :

The structure of most interviews follows a similar pattern. Different experts may label it in different ways, but it essentially consists of an introduction, the main body of the interview – the Q&A session – and closing. It is sometimes referred to as the WASP technique : Welcoming the candidate, Asking questions, Supplying information and Parting.

I Introduction: This involves welcoming the candidate and making him/her comfortable. It allows the candidate time to arrange his/her bag, files, etc. and settle down. At the same time, the interviewers get an opportunity to assess the dress, body language and other non-verbal cues of the candidate and form a first impression. A good posture, pleasant smile, a firm handshake may contribute to an excellent first impression.

I The Q&A session : After the introduction, the interview moves into the second round – the Q&A session. The scene for this round is set gradually by the interviewers by providing information about the organisation, job requirements, purpose and goal of the interview, etc. The Q&A session is a two-way process designed to test the aptitude, ability, commitment and adaptability of the candidate.

Questioning Styles:

Depending on the goal of the interview, different questioning styles may be used. The most familiar ones are as follows :

1) Closed questions : They may typically be -yes-no questions and mainly used for confirmation. They are specific and require short answers only.

2) Open-ended questions : These questions cannot be answered with a yes or no. They generally begin with How, What, Why, When, Tell me, etc., drawing out the candidate's response.

3) Probing questions: These questions are used to follow up on what the candidate may have just replied. It attempts to probe in different ways to get detailed answers to questions and find out if the candidate ends up contradicting what he mentioned in the first place. Such questions could include -Tell me more about... -What do you mean when you say that...? -Can you spell out in more detail...etc.

4) Leading questions : They are designed to figure out the candidates views, opinions, etc. on a variety of issues. Typical questions would include : So what do you think of..... I see from your resume that.....etc.

Six Types of Interview Questions:

1. Behavioural Interview Questions: These questions attempt to assess the candidate's performance in the same/similar role in the previous company. A hypothetical situation is given to the candidate and his/her response to that situation is tallied with the requirements of the role. Some questions could be as follows:

- How did you respond to a particular stressful situation?
- Describe a problem and how you solved it
- What would you do if

2 Competency based Questions: These are questions that aim at finding out the aptitude and ability of the candidate to get the job done. It tests the skill sets available with the candidate and tallies it with the requirements of the job.

- How does one read a Balance Sheet?
- What are the important Accounting entries to be passed?
- How will you plan and organise.....?
- What method will you use to

3 Personality based Interview Questions: These questions are designed to let the interviewer understand the candidate's adaptability to the culture of the organisation.

- ☐ Tell us something about yourself.
- ☐ What do you do in your free time?

4. Technical Interview Questions : This type of question seeks to find out the candidate's level of knowledge with a particular software, system, equipment, etc. It could also deal with knowledge of rules, regulations, principles, formulae, auditing / accounting standards, etc.

5. Stress based Interview Questions : This mode of questioning puts the candidate in an awkward and uncomfortable position to test his response. The focus may be on the negative points in the candidate's professional career. Questions could deal with gaps in career, stagnation, lack of career development, etc.

6. Resume based Questions : These questions deal specifically with details mentioned in the resume. They could be questions based on personal details, educational qualifications, achievements, work experience, earlier organisations that the candidate worked with, career shifts, etc.

Towards the end of this round, the candidate also gets a chance to ask questions which will help determine if the job is right for him/her.

■ **Closure :** This is the last stage in the interview structure and it is important to leave behind a good impression. This will help the employers keep the interviewee's profile in mind as they decide on the prospective candidate. The ending should be gradual and not abrupt. It should end on a positive and cordial note, irrespective of the result of the interview. Even if the candidate is not selected, he should leave the interview with a feeling of satisfaction about the company. This will have a beneficial effect for the company, for the candidate will speak in good terms about the company to outsiders.

V. Preparing for a Selection Interview:

A lot of preparation is required if an interview is to accomplish its objectives. Both the interviewer and the candidate have to prepare themselves thoroughly to achieve the purpose of the interview.

i) Preparation on part of the interviewer:

In most organisations, it is the HR department that is involved in the interview process. The interviewer must be extremely clear about the purpose of the interview. The interview should achieve its objective and not become a waste of time, money and resources for the organisation. The organisation should keep the following in mind :

- Applications received must be scrutinised and prospective candidates shortlisted for the interview.
- Call letters to prospective candidates should be sent well in advance of the date of the interview with details of day, date, time and place of the interview. If a lot of candidates are to be interviewed, a staggered time may be allotted to the candidates. The letter should also indicate documents that the candidate should carry along with him/her to the interview.

- An interviewer/ panel must be formed in advance and the interviewer/s must be informed in advance about their appointment on the panel. A file with the candidates' resumes must be provided to them, so that they have some information about the candidates even before the interview begins.
- The interviewer/s must know details about the job profile, organisation, rules regarding appointment, salary, perks, other benefits, etc.
- A data sheet for recording grades and noting comments should be made available to the interviewers on the day of the interview.
- On the day of the interview, seating arrangements should be made for the candidates as they wait for their turn. Some companies also provide refreshments to the waiting candidates.
- Documents / forms to be filled by the candidates appearing for the interview should be kept ready to be given to the candidates as they come in.
- Separate staff should be instructed to take care of the needs of the candidates.

ii) Preparation on the part of the Candidate:

It is not just the subject knowledge but the entire personality of the candidate that is assessed at the interview. Hence, the interviewee has to pay adequate attention to physical, mental and psychological preparation for the interview.

Physical Preparation: Physical preparation is an extremely important part of the candidate's groundwork before an interview. It consists not only of grooming but also of a document check on the day before the interview. The required documents, certificates, testimonials, extra copies of resume, copies of publications, etc. should be placed in separate folders in a file so that they can be produced without any difficulty when required.

Personal appearance and cleanliness are equally important factors, as the candidate must present a well-groomed look at the interview. One must pay attention to body odour, bad breath, hair, nails, hands and other aspects of personal hygiene. Make-up, accessories, wardrobe play a significant role in determining the personality of the candidate. It is essential to ensure that these factors are suitable to the occasion. Make-up should not be garish and accessories should be minimal. Clothes should be neatly pressed and as formal as the occasion demands. It would be a good idea to avoid bright colours and flashy outfits. Shoes should be

well-polished. The clothes should be appropriate to the post applied for. Generally, suits for men and formal saris for women is the preferred style of dressing. However, it is better to wear an outfit one is comfortable in (like a salwar kameez instead of a sari, or a formal shirt with a tie instead of a suit, because of the weather) rather be uncomfortable in a dress one is not accustomed to.

Rehearsal of non-verbal cues can help in concealing signs of nervousness, restlessness, agitation, etc. Candidates appearing for an interview for the first time must practice control over facial expressions, body language and on speaking confidently without faltering.

Mental Preparation: Research and preparation can stand a candidate in good stead during the interview. The candidate must research the company and the job profile to find out if s/he fits into the organisation. Well preparedness demonstrates to the interviewers that the candidate has done his homework and is serious about the job. These days it is easy to access details about the company through internet websites. The crucial area of research should be the organisation's culture, company's products, services, profit margins, recent balance sheet, number of branches and values, and recent news reports about the company.

Job description includes job title and department, the responsibilities and duties that come along with the job, and the organisational structure, conditions of employment, benefit schemes, etc.

A self-assessment is also essential: does one have the right qualifications and experience, necessary skill sets, special expertise and most importantly, a SWOT analysis of oneself. A dry run of possible questions will help anticipate questions and give confident replies.

The candidate should also be prepared to discuss sticky issues like quitting previous jobs, negotiating salary, etc.

Psychological Preparation: A positive mind and self-assurance can help overcome pre-interview jitters, but this poise can result only from excellent groundwork and preparation for the interview. The candidate must have presence of mind, sharpness of intellect, must exhibit flexibility and adaptability to change, and the humility to learn that which he does not know.

Knowledge of one's strengths and weaknesses can help in giving honest replies to questions, especially when one does

not have the answer to a few questions. In stress interviews especially, where the candidate is deliberately put under a stressful situation and has questions fired at him, a strong presence of mind is crucial to answer the questions.

Some Potential Interview Questions :

- ☐ Tell us something about yourself.
- ☐ What do your colleagues/superiors say about you?
- ☐ How can you contribute to our organisation?
- ☐ Mention your three greatest strengths and weaknesses.
- ☐ What are your long-term career goals?
- ☐ Why do you wish to quit your current job?
- ☐ What prompted this career change?
- ☐ Why do you want to join our organisation?

The list of questions is not exhaustive. It will include questions on the candidate's education, work experience, problem-solving and decision-making ability, initiative, team-work, interpersonal relationship, time management, management style, values, work ethic, leadership qualities, etc.

A) Appraisal Interview:

A candidate does not come to the end of interviews with his/her selection for a particular post in an organisation. In fact, the process continues on a regular basis to assess and evaluate the performance of the employee. The appraisal interview is generally used as a means of sharing the employer's views on the performance of the employee with the employee himself/herself. It helps in improving performance, building employer-employee relations, ironing out differences, attending to grievances and, above all, recommending the employee for promotion and incentives. It is therefore essential that both the parties to such an interview are positive, forthright, open and ready for a frank discussion. The discussion may include past performance, setting benchmarks and targets for the future, future plans of the company and the role of the employee in it, the employee's future prospects with the company, etc. A well-conducted appraisal interview can accomplish the goals set down by the organisation for itself and contribute to high levels of employee motivation.

B) Exit Interview:

This type of interview takes place when an employee leaves the organisation. An employee may leave the organisation for better prospects or because he is dissatisfied with colleagues, the work culture of the organisation, etc. An interview at the time of leaving will make the employee speak his mind freely as he need not fear making adverse remarks. The interview should, however, be conducted

discreetly if its objectives are to be fulfilled. The interviewer should invite the employee to speak frankly about the problems faced by the employee and invite suggestions to rectify them. The employee may be rude and make unpleasant comments on fellow colleagues and superiors, but this must be handled tactfully by the interviewer. The aim is to seek information that will ultimately help the organisation to improve, grow and smooth out dissension among existing employees. The information provided by the employee should however be used judiciously as it could sometimes contain exaggeration and falsehood. The dexterity with which the interviewer handles the interview will help the employee to part on an agreeable note. Thus the exit of an employee can be approached positively and turned to the benefit of the organisation through the exit interview.

C) Grievance Interview:

The Grievance interview is conducted in order to address the complaints or grievances of the employees. Allowing employees to air their grievances help the management

- i. resolve issues which otherwise could assume larger proportions
- ii. gain an insight into the problems faced by the employee in order to rectify them
- iii. win the goodwill and confidence of the employees
- iv. create an atmosphere of harmony within the organisation by resolving conflicts

At such an interview it is necessary for the authority to listen to the employee's grievances attentively and with concern. The employee should be invited to voice her/his grievances freely. In the end the authority should summarise the message from the employee and present a gist of the grievance to ensure that he has heard the communication correctly, and then suggest remedial measures. One of the biggest advantages of the grievance interview is that the employees get an opportunity to vent their feelings and emotion, suppression of which can cause major problems to the organisation. The very fact that management has provided them with a grievance mechanism which is sensitive to their concerns goes a long way in strengthening employee-employer relations.

Tasks :

1. Assume that you are appearing for your first selection interview. Answer, the following questions in about four to five sentences each:
 - i. What are your strengths and weaknesses?

- ii. Where do you see yourself five years from now?
 - iii. Tell us something about your parents.
 - iv. Tell us about yourself / introduce yourself.
 - v. Should the subject Business Communication be introduced at T.Y. instead of at F.Y. level in the Commerce course?
- 2. Why does an organisation hold Selection/ Appraisal/ Exit/ Grievance interview?
 - 3. What preparation does an interviewee/ interviewer have to make for a selection interview?
 - 4. Form a panel of five participants and discuss the following issues. Write out a gist of the participants views.
 - i. With the ever increasing reach of television newspapers are no longer needed.
 - ii. Reality shows in fact are unreal shows.
 - iii. Only the youth have the power to create an egalitarian society.



Unit-3

GROUP COMMUNICATION: MEETINGS

Learning objectives:

- Understanding group communication
- Purpose of meetings and their importance in the corporate environment
- Drafting Notice, Agenda, Resolutions

I. GROUP COMMUNICATION

Introduction :

A major objective of communication is to help decision-making by collecting, processing and transmitting information. A decision-making process must involve discussion, consultation and consensus. For example, the members of the examination committee meet before conducting an examination to decide on the dates, schedules, time required for evaluation, and declaration of results. Any decision, taken individually on behalf of an organisation without consultation with others, is considered arbitrary and autocratic.

Advantages of group communication:

A group is a reserve of collective intellect, diverse opinions, different perspectives aimed at creating a pool of ideas to obtain the best possible results of any endeavour. Apart from helping the common cause, it enriches individuals in the group by exposing them to plurality of ideas. It also engenders a sense of involvement in an organization, and strengthens relationships between the management and employees. A collective decision-making process encourages latent talents. Members learn to value compromise and still contribute to the cause. Delphi techniques, meetings, conferences, seminars and workshops, brain-storming sessions are the various ways of group decision making in the organization.

Disadvantages of group communication:

Working in a group on an idea is a time-consuming affair, particularly when a consensus is required. Levels of background research, knowledge, sense of responsibility and intelligence vary, bringing about unintelligible differences and lack of participation. Often, the actual

purpose of a meeting is lost in endless circumlocution. A better idea or opinion can get sacrificed in the collective bargain, rendering the process a waste of time and resources.

Consensus: A decision supported by majority members of a group is known as decision by consensus. This common agreement is arrived at by analysing different views. While arriving at a decision, an individual may have to set aside his opinion and accept that of the majority. Consensus teaches suppressing one's ego in the larger interest.

Meetings :

A Meeting: A Meeting is a collective decision making process. Organizations generally have appointed groups to supervise specific areas, commonly known as committees.

Louis Allen defines it as -A body of persons appointed or elected to meet on an organized basis for the consideration of matters before it. A committee is also seen as -a group appointed by the parent organization which meets to investigate a problem and, later, to formulate its report and recommendations.

A committee meets

- ☐ to get a clear perspective on a given proposition
- ☐ to arrive at a decision, based on facts and figures
- ☐ to find out views, attitudes and emotions of the participants while tackling a problem or facing a challenging situation to explore the most appropriate solution to a problem to collect data

There are two types of committees: executive and advisory. An executive committee is a formal body with elected / appointed / nominated members. It has a formal structure and constitution, and members meet only when a formal notification is issued. It looks into administrative issues of the organization.

An advisory committee is a reservoir of knowledge and experience, comprising nominated members, entrusted to provide guidance whenever required and has no role in the daily administration of an organization.

The working of a committee meeting: A meeting is convened by circulating a notice amongst its members. The chairperson, in consultation with the secretary, decides the agenda of a meeting. A notice informs the members about the day, date, time and venue of the meeting, apart from

briefly describing the agenda. An agenda is a list of items that are to be discussed at the meeting.

The notice and the agenda help members to complete their background research and prepare for the meeting. The meeting begins when there is a quorum one-third of the total number of members constituting that particular body.

The chairman initiates discussion according to the agenda. Each item is discussed in detail allowing members to voice their opinions. This is known as the discussion phase of the meeting. After the discussions that examine the pros and cons of a given matter, a decision is arrived at and the modalities of the implementation are discussed. This is the implementation phase of the meeting.

A decision could be arrived at by consensus or by putting the proposition to vote. Decisions are recorded by the secretary of the committee. When they are recorded during the meeting they are called resolutions. Resolutions, when recorded in the minute book, are called minutes.

The Role of the Leader/ Chairperson in a committee meeting :

The role of the leader / chairperson / head of the group is crucial for the success of a meeting. He/she must be a person with clear vision, drive and good communication skills to be able to provide direction to the group. The group must work towards achieving its goal within the allotted time.

1. A chairperson must set the objective of the meeting, which can range from discussing 'strategies to increase sales' to reducing the quantum of leave taken by employees.' A meeting can have one or two such major items on the agenda. The chairperson must know what he wants out of such a meeting.
2. The chairperson must know the members of the group and their profiles. What are their biases? Are they going to conform or are they going to resist the decision?
3. After checking the quorum, the chairperson begins the meeting by welcoming all members.
4. He /she must spell out the agenda and invite participation from members.
5. He / she should take up items of the agenda one by one.

6. He / she must allocate sufficient time for discussion of the item and then take a decision on it.
7. He /she should ensure that the members get time to voice their opinions but at the same time do not overshoot the time that has been allocated for each item.
8. In case of conflict within the group, he / she must intervene swiftly to ensure that the process of decision-making is not hampered and that the atmosphere is not vitiated.
9. He / She must try for decision by consensus but, if unable to do so, he /she should ensure that the group's unity remains intact despite voting on a given point.
10. He /She has to instruct the secretary to keep the record of the deliberations and the resolutions passed.
11. Prior to the meeting he / she has to circulate notice of the meeting and set the agenda for the meeting.
12. He / She has to make proper arrangements for seating where members can see each other and converse with each other.
13. Besides writing pads and pens, any other gadgets or technological support required should be provided for.
14. He / She must ensure that the new members are introduced to the senior members.

Chairing a meeting is an art. It is a leadership skill which can be learnt or improved with practice.

The Role of the Participants : A meeting is a democratic process of arriving at a decision that encompasses interests of all the people concerned. The role of participants representing all the people is important. They have to participate in a decisive way to bring the meeting to its logical conclusion.

1. The participants must study the agenda and prepare themselves mentally for the meeting.
2. They need to understand their importance in the group and must contribute to its success.
3. They should have a stand/perspective based on facts. They should not voice opinions without factual support.
4. They have to understand that meeting is a place wherein divergent views will be expressed.

5 They must voice their opinion in the time allotted to them in a clear and concise manner. They should not try to monopolise time by being circumlocutory and waste everybody's time.

6. Decision-making in a group is arrived at through consensus. Which means one must be prepared to compromise, to give up something in the larger interest

7. They should not argue for the sake of arguing or oppose the rival viewpoint. At no point should they make it a prestige issue

Drafting of Notices, Agenda, Resolutions

The first step in convening a meeting is to draft the notice which informs members about the location, time, date and purpose of the meeting. Unless a notice is sent, a meeting is not considered formal or legal.

Irrespective of whether it is a formal meeting or an informal one, intimation about the venue, time and purpose of meeting has to be sent out.

Any formal intimation of the meeting must bear the following items:

- ☐ The signature of authority. Normally, the secretary, in consultation with the chairperson, drafts the notice. A formal notice should therefore contain the signature of the secretary and the chairperson
- ☐ It must be typed on the company's letterhead.
- ☐ It must mention the venue which should be convenient to all the members
- ☐ It must state the day and time of the meeting
- ☐ It must state the date on which the meeting will be held. The notice should be circulated minimum two weeks / 14 days in advance.
- ☐ [In the case of the AGM 21 days, Board of Directors' Meeting, 7 days]
- ☐ It must state the nature of the meeting (AGM, Statutory, Board of Directors' Meeting, committee meeting etc)
- ☐ It must spell out the purpose of the meeting under the heading 'agenda'

Agenda:

An Agenda is a list of items to be deliberated upon in a meeting. The reason behind circulating the agenda is to

inform members about the purpose of the meeting, so that they can come prepared and participate in the meeting.

Example :

Infra Structure Finance Company Ltd. 123, Mehata Street, MIDC, Andheri [E] Mumbai 400077. Tel: 022 23334445

Notice

30 June 2008

Notice is hereby given that the 31st Annual General Meeting of IFC Ltd will be held on Wednesday, July 16, 2008 at = Burlap Ambusher Sahara', 19, Marine Lines, Mumbai 400 020, at 3.00 p.m., to transact the following business:

Agenda

Ordinary Business:

1. To read the Notice of the meeting
2. To confirm the minutes of the AGM held on July 16, 2007
3. To receive, consider, and adopt the audited profit and loss

Resolution : Resolution is the decision taken at a meeting. The secretary is expected to maintain a record of the deliberations and decisions made at a meeting. While keeping such a record of the decisions taken, the decisions are recorded in the present tense. However, while making their entry in the minute book, they are recorded in reported speech.

A resolution may begin in the following ways:

-It is hereby resolved that

-Resolved that

Example :

1. -It is hereby resolved that Messrs. Panel Kerr Frostier be and **are** hereby reappointed as branch Auditors for the year 2008-09, on such terms and conditions and on such remuneration as may be fixed by the Board of Directors of the Corporation.||

[Minute of the same would read as -It was then resolved to reappoint...]

2. -Resolved that the Corporation hereby **declares** a dividend of Rs2 per share to each shareholder whose name **appears** on the company's register up to 30 July 2008||.

[The same item in minutes would read as -It was resolved that the Corporation declared a dividend.....whose names appeared]

Tasks :

1. As a branch manager of ABC Ltd. you receive a fax from the head office announcing an inspection of the branch in a week's time. You have to call an emergency meeting of the branch personnel to inform them of the inspection, and to decide on the steps to be taken for the inspection. Draft a notice convening a meeting in the conference room at 10 a.m.

2. At the Annual General Meeting of Harsiddhi Co-Operative Housing Society, the following items were on the agenda. Draft carefully worded resolutions for them

1. To buy a computer for the society's office
2. To appoint an accountant to write day accounts
3. To send a notice to recover outstanding dues from Mr. S. N. Rana who has defaulted the payment of the society.

3. What is the importance of a group in organizational decision-making?

4. What are the problems of group communication?

5. Why is the role of the chairperson/participants important in a meeting?

6. You are the organizer of the Inter-Collegiate festival. Draft the Notice mentioning the agenda for the first meeting of the committee. As chairperson what measures would you take while conducting the meeting?



Unit-4

CONFERENCE FOR COMMUNICATION

Learning objectives :

- To introduce students to the concept of a conference as a means of internal and external communication.

I. CONFERENCE

Introduction:

A conference is a meeting for consultation, discussion, or an interchange of opinions or views. The word conference is derived from the Latin confer which means to consult together. As the definition suggests, a conference is the coming together of individuals who belong to a particular field. These individuals are invited to look at a particular matter in greater detail and communicate their view points and disseminate information among people belonging to that particular field.

Conferences could be held for a variety of reasons. They could be organized to raise general public awareness, or within the organization to study a particular problem, or to update the knowledge of the employees regarding the latest developments in the organization.

What is the difference between a conference and a meeting?

While a committee, as well as a conference, is a type of group communication, in a committee meeting the number of members is small, there is a well defined agenda and decisions taken are legally binding on the organization. A committee meeting is therefore a very formal affair, as its members are appointed, or nominated, and the meeting is organized with a view to solving a pertinent problem, or to implement a decision.

A conference, on the other hand, is a relatively informal get-together of a larger group that meets in an informal manner; the decisions taken at a conference are of a consultative or advisory nature. Participants in a conference do not have any voting right. In a conference, a given problem/ subject is analysed from all angles in order to arrive at the best

possible solution / option. These decisions are put forward in a recommendatory fashion.

For instance, a bank organising an in-house conference, before introducing the ATM facility to its customers, may invite general discussion on various aspects of the proposition, such as

- ☐ What is the profile of the customer?
- ☐ What would be their reaction to such a scheme?
- ☐ What kind of reception would this new facility receive?
- ☐ How should the bank break the news to its customers?
- ☐ What effort should it take to break their resistance?
- ☐ How should it address their security concerns?
- ☐ What should be the advertising strategy?

It is only after a thorough study of all these aspects, and in the light of the recommendations received, that a policy decision on whether such a facility should be introduced, where it should be introduced first, what will be the task of the Public Relations Department etc, will be taken.

i) Organising a Conference:

I. A conference could be organized for in-house personnel or it could be for an external audience. It could be organized locally or at the state, national or international level.

For example :

1. All India Conference on the New Techniques in Dentistry.
 2. International Conference on Feminism.
- II. Organising a conference requires planning and effort. Generally it is the task of the Public Relations Department to organize such an event.
1. Preparation begins with deciding the subject or the area that the organization needs to explore.
 2. Depending upon the scope of the subject, a list of invitees and guest speakers is drawn up.
 3. The main subject could be divided into sub-topics and these could be discussed during several technical/plenary sessions.
 4. Depending upon the scope of the topic, the total period over which the conference would be held is decided. [It could be a One-day / Two-Day/Three Day conference.]

5. Budget of the conference is worked out. At times, sponsors are contacted to raise the necessary funds for the conference.
6. The date, time and venue of the conference are planned. Generally, the convenience of all those involved is taken into consideration.
7. Programme for the conference is drawn up, after contacting the resource persons and ensuring their availability.
8. Arrangements such as accommodation and transportation are made for out-station participants.
9. Research papers / Extracts of papers from participants on the given topic are invited.
10. A formal invitation outlining the details of the programme is printed. A formal invite is sent to the invitees and the resource persons. Invitations, along with entry forms, are sent to participants who represent the organizations.
11. PRD has to handle all the publicity for the event. This includes a formal intimation of the event to newspapers and news channels in order to organize press coverage of the conference.

ii) On the day of the conference the following activities are undertaken by the host:

12. A registration desk is arranged for the enrolment of the participants.
13. They are provided with files containing the extracts of speeches / papers submitted by the guest speakers. Pens, badges etc are distributed along with the stationery.

iii) Holding a Conference:

A conference is inaugurated by the Chief Guest, who outlines the purpose, need and the possible outcomes of the conference. This speech is known as the Key-Note Address. This is followed by the Technical Sessions, in which the resource person gives his/her perspective/s and invites interaction from participants. Each session is officiated by a Chairperson who introduces the speakers, allocates time for their presentations, and sums up the key ideas at the end of the session. He/She also mediates between the speakers and participants during the interactive session. At every technical session there is a rapporteur, who records the proceedings as well as the outcome of the session. The Conference concludes with a formal valedictory function. The Chief Guest highlights the key ideas thrown up by the

conference and comments on its overall success. All the participants are given certificates / souvenirs for participation, and these are presented by the Chief Guest.

Organisers have to make arrangements for certificates, souvenirs etc. Feedback from participants, including their suggestions are invited to bring about improvements, if any.

Arrangements for food breakfast, tea, lunch, snacks etc. are made by the host. Apart from these, arrangements for technological support such as mikes, LCD / and other visual aids are also made by the host.

After the conference is over, a careful analysis of the feedback is made. Guest speakers are sent thank you letters along with copies of their photographs.

iv) Outcome of a Conference:

A well organized conference gives a sense of satisfaction to the host as well as to the guests / participants / delegates. In a conference a given problem is looked at comprehensively. This creates understanding of the problem. Solutions are worked at. Interaction among the delegates helps in the broadening of understanding. Professional interaction helps in the strengthening of bonds, creation of network and fraternity feeling. Organising a conference is a major Public Relations exercise. It builds the image of the organization and earns the good will of the public. It also accords leadership position to organisations that host conferences on a regular basis.

Nowadays many companies organize conferences as a business-cum- pleasure exercise. The purpose of such a conference is to hold the thought-generation exercise in a relaxed atmosphere. Such a conference is held off-site or offlocale, at a place where members can go sight-seeing or shopping. Pharma companies holding conferences for doctors in places like Singapore or Cape Town are examples of such conferences.

v) Example of a Schedule for a Conference: One Day State Level Conference on Searching New Directions in Education : Creating an Interface between Education and Industry.

11th August 2008 Venue : Hotel Ambassador Registration: 9:30a.m. to 10:30a.m.

1. Inaugural Session: 10:30a.m. to 11:15 a.m.

Chief Guest: Dr. A. Ramaswami, Vice-Chancellor, Mumbai University

Vote of Thanks : Mr. A. Jadhav, Principal, D.B.College

2. Technical Session: 11:20a.m. to 1:30 p.m. Chairperson : Mr.A.N.Sane, Industrialist.

(a) Guest Speaker: Mrs. Nina Thaper, CEO, ICICI Bank.
Topic: Careers in Banking and Insurance Sector Time: 11:30a.m. to 12:15p.m.

(b) Guest Speaker: Dr. L. Fernandes, X.Y.College Topic: Careers in Retail and Subsidiary Sectors Time: 12:15p.m. to 1:15p.m.

(c) Interactive session: 1:15p.m. to 1:30p.m.

Vote of Thanks.

Lunch Break: 1:30p.m. to 2:30p.m.

3. Technical Session: 2:30p.m. to 4:30p.m. Chairperson: Dr. N.S.Mohanti, Director, IIT.

(a) Guest Speaker: Mrs.S. Garg, Principal, Teachers' Training College

Topic: Need for Teacher Training and Orientation. Time: 2:30p.m. to 3:30p.m.

(b) Guest Speaker: Mr. K. R. Sahu, CEO, Power Chain Stores

Topic : Logistics and Methodologies.

Time: 3:30p.m. to 4:30p.m.

(c) Interactive session : 4:30p.m to 5.00p.m.

Vote of Thanks

Valedictory Function: Time: 5:00p.m .to 6:00p.m.

- Chief Guest: Dr. A.P.Sarang, Pro-Vice-Chancellor, Mumbai University
- Distribution of certificates.

Vote of Thanks.

ii) Other Forms of Group Communication

1. Seminar: A seminar is a discussion by a group that gathers to analyse a research paper, or an advanced study, presented by a participant orally, or in a written manner. Presentation of material is followed by discussion of the report or material in greater detail. It is possible that at a seminar more than one paper or subject is presented.

2. **Symposium:** This is a get-together of people at which people belonging to a specialized field make presentations to which the audience can respond. This is an interactive activity between general audience and experts from a specialized field.

3. **Tele-Conference /on line conference:** Two or more persons conferring with the help of telephones at an appointed date and time is known as teleconferencing. Teleconferencing with the help of the internet is another way of conducting conferences or meetings. Yahoo, Skype are some of the popular networks that offer teleconferencing facilities. The advantage of this mode of Communication is that participants can participate from their own geographical locations, at a commonly agreed time.

4. **Video Conference:** Fiber Optic Network Connection in conjunction with Satellite makes it possible for persons to use web-cams and confer with one another at an appointed day and time. Since people can see each other this becomes a live, face to face communication. This mode of communication is used by business houses that have a global presence.

Tasks:

1. Why is a conference held? In what way is it different from a committee meeting?
2. Imagine that you have joined a bank, which wishes to introduce a new Insurance-cum-savings product to its customers. You have been asked to organize an in- house conference for its sales personnel. Answer the following questions:
 - (i) What will be the subject of your conference? (ii) How many technical sessions can you plan? (iii) How many days, do you think, the programme should take?
 - (iv) How will you devise the invitation card as well as the schedule for such a conference?
3. At the above conference you have to organize guest speakers. What steps would you take for this?
4. What kind of preparations would you make on the day of the conference?



Unit-5

PUBLIC RELATIONS

Learning objectives :

- To enable students to understand the meaning, definition and scope of public relations in the context of the modern day world.
- To list and explain the functions and tools of a PRO and to identify the qualifications and skills needed to excel in this field.

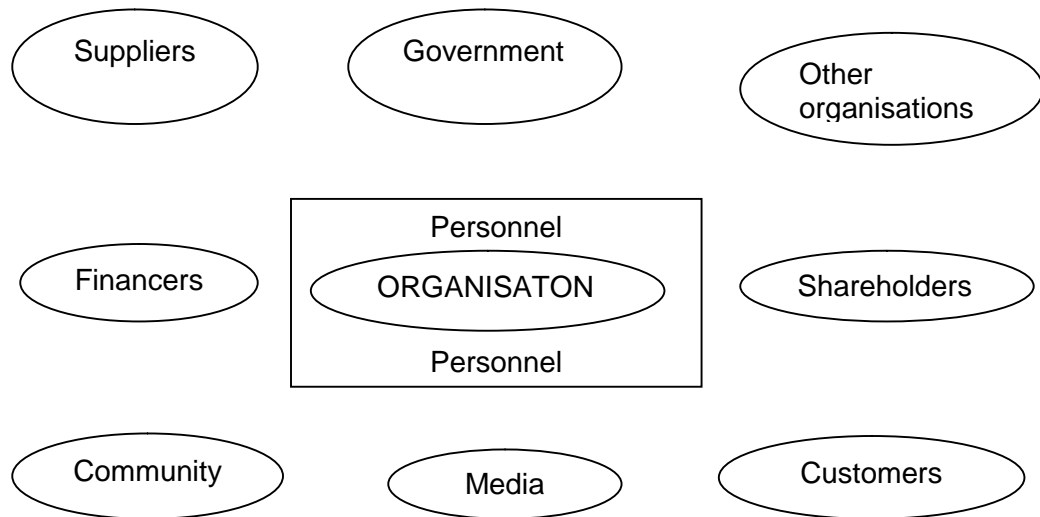
Public Relations

Introduction:

Public relations is an important management tool which an organisation uses to establish, sustain and improve its reputation among the people, organisations or government bodies it has to interact with. Organized and well executed public relations activities help develop and maintain good relationship between an organisation and its publics. This goes a long way in helping the organisation survive and prosper. In this globalised and competitive world public relations play an important role in building the image of an organisation.

Definition: Public Relations is the deliberate planned and sustained effort of an organization to establish and maintain mutual understanding between an organization and its publics.

The word 'Publics' refers to 'certain group of people'. An organisation's publics are all those groups of people with which it wants to be in communication. This may include the personnel of the organisation, its customers, suppliers, investors, competitors and even the community it is a part of. An individual may be a member of two or more 'publics'. He could be an employee of the company, he may own shares in the company and may even be residing in the same locality. Every organisation has its own set of publics and some will be more important to it than others. Their relative importance will vary depending on the activities of the organisations, current problem areas and its impact on the public's or target audience connected.



Functions of PR: As communicators they can ascertain the very pulse of the public, and their perceptions can inform and influence policy decisions of an organization, be it for finance, marketing, community, government or environment purposes. They are therefore able to play a vital role as advisors to the management on diverse aspects. In this capacity they can help shape company policy.

- The public relations division can act as the image makers for the organization or the individual and, by adopting the right medium and appropriate content, can influence public opinion.

- A good assessment of people's culture specifics enables it to devise suitable strategies in determining an organization's goals.

- The ability to communicate qualifies it to act as intermediary with lobbyists or to itself lobby for organizations with people, governments or international bodies to secure deals.

- Though event management is being carved as a special niche, this is essentially what a PR professional routinely handles.

- Events would include diverse programmes like musical extravaganzas or book launches. But organizing conferences, meetings, symposia or exhibitions are again traditionally a PR professional's responsibility.

- Crisis management is synonymous with PR. But more important is the ability to keep the antennae up and alert and pre-empt problems. PROs (Public relations officers) therefore have to act as sirens that warn of impending trouble. When a crisis occurs, they are the first ones sought

to defuse the situation, or restrict and control damage. They have to act as spokespersons for the organization. In rendering first-aid in a crisis situation, they often help by deflecting public attention from an unpleasant and unsavoury occurrence towards a positive and beneficial one. They have, therefore, been regarded as doing a white washing exercise. Be that as it may, they are credited with achieving a 'turnaround' in public perception and restoring the shine to a tarnished image.

□ PROs are the natural and first choice as spokespersons for an organization and need to routinely interact with the media, the government or other agencies.

□ By virtue of handling both external as well as internal audiences their role overlaps with that of the HRD. In challenging times of strikes, go-slow motions, lock-ups, mergers and/or acquisitions, they are ideally suited in addressing and occasionally redressing the concerns of the employees of an organization.

Tools of PR : The principal and basic tools of PROs are the spoken word, the written word and the image. The nature and the need of the audience determine the form or the medium.

A) PR and External Communication : The PROs have a wide range of tools at their command to be used according to the needs of the audience they require to address.

External Public Relations : The Publics [The external audience] of an organization may comprise its dealers, customers, transporters, trade association members, competitors, or government bodies that it needs to interact with in the course of its day to day business, its investors, other financial bodies as well as opinion makers and the public at large.

One of the best ways, therefore, to reach such a wide spectrum of audience is through mass media. Though the TV is one of the most effective means, its prohibitive cost makes it a deterrent for most except the financially sound companies. But there are other cost effective means. These could be the press, (the newspapers normally publish a press release of an event without charge), staging an open house by inviting its various stakeholders to visit the company at its office or plant, sponsoring events and displaying the company's name and logo prominently, or by conducting or participating in fairs and expositions. Companies which have the financial means also go in for films, or documentaries of public interest, highlighting the company's role or association with the project. The widening of technology has offered one more means, the web page, which, however, needs constant updating, as failure

to do so reflects badly on the organisation's ability to keep abreast with the times.

i) Media Planning

The best means of outreach to the public is through the newspapers, the television, and now the radio which is seeing a re-birth through the FM channels. Issuing press hand-outs before a press conference or press releases about an organisation's forthcoming events is important. It is important to bear in mind that a press release must be clear, accurate, brief and objective. With the television and the radio being expensive media forms, their use would be limited, reserved for only extreme cases of crises when an organization's view point would need to be expressed.

As the press is one of the most effective tools of mass communication, it is vital that a PRO maintain an up - to-date list of sub-editors to whom the press release would be addressed. It is also necessary to do a discreet follow up. One should ensure that the press release is in the form of a newspaper report with all relevant and complete information included.

Example:

THE PROGRESSIVE ACADEMY 25, M. G. ROAD, NASIK.	
From: Ms. S. Dixit, Chief, Information Desk,	Date:
To :Mr. Subi Johnson Sub-editor, Edu Info Times.	For immediate release
<p><u>New President at the Progressive Academy.</u></p> <p>Mr. S. D. Raghavan, M. Com, C.A., C. S., LLM, has taken over the reins of the management of the Progressive Academy as President from the outgoing President Ms. S. V. Taksale who is migrating to Canada.</p> <p>Mr. Raghavan has been associated with the Progressive Academy since 1985 and has held several important positions with distinction. He has also served as advisor to other institutions and is a member on the Boards of both educational and non-government organizations. He intends to share his plans for enhancement and expansion with parents, students and staff in his inaugural address at the Annual Function.</p>	

In addition to the press or other media, some of the other forms of interface with the external stakeholders are exhibitions, fairs, open-

house days, documentary films, as also organizing sweepstakes, competitions and community programmes.

Organising press coverage for important events in the organisation, getting senior executives to contribute articles to leading newspapers, participating in debates on TV channels is part of the image-building exercise of PRO.

The Internet is the latest and most modern medium to be harnessed by the PR Department to help in its job. The web is an interactive medium with the widest reach, as the term-world wide‘appropriately suggests. Hence, not only is the **web page** an important tool in publicising the company, its profile, its achievements and its plans, but it becomes the ideal medium to be in touch with public sentiment, its perception and reaction to a company’s policy or event.

ii) Customer Relations: Customer Complaints, Corporate Social Responsibility:

a) Answering customer queries, handling customer complaints with sensitivity and promptness, providing vital information to common public is the job of the Customer Relations Officer.

b) PR tries to reach out to a vast number of customers by paying prompt attention to customer grievances. Growing number of Business Processing Units bear testimony to the fact that attending to customers is of vital importance to survive the competition.

With the recent enactment of the RTI Act, and a general rise in consumer awareness, the management of consumer complaints becomes an important part of the PR department. Often, companies or service providers, in a bid to retain goodwill, may even offer some adjustment, in terms of discount coupons or free coupons, to compensate for the shortfall and retain goodwill. Here is an example:

Shangri-La Resort, Madh Island,
Malad-W, Mumbai.
Nov 18, 2008.
Mr. Ravi Pant,
25, Emerald Heights, GK, New Delhi.

Dear Sir,

We have been honoured to have you as a regular patron for the past many years. We were, therefore, highly distressed to learn from your letter that you were subjected to discourteous behaviour at the reception desk after an unconscionable delay by the pick-up van, upon your arrival at the airport.

We assure you, Sir that we made immediate enquiry, as such a complaint by our valued and longstanding customer demanded top priority. We learnt that the unforeseen delay was caused by minor mishap that had taken place enroute, which had necessitated a very long detour. In normal circumstances, our drivers, as per standing instructions, are present at the airport fifteen minutes before the arrival of the flight. Your arrival coincided with the change in shift duty at the resort. The night receptionist was just going off duty, and the day replacement was on the way to the desk after breakfast. We have learnt that it was a new trainee of the housekeeping department who was discourteous. Needless to say he has been duly reprimanded. We assure you, Sir, that our regular employees receive complete training and would doubtless have handled the situation more competently, as your own past experience would confirm.

However, we deeply regret that one of our regular customers was put to inconvenience. As an offer of goodwill we wish to offer you a complimentary lunch voucher for two at the prestigious Nizam's at Greater Kailash, New Delhi. We assure you, Sir, of our continued impeccable service and hope to receive you again on your next visit to Mumbai.

Sincerely Yours,

Rajiv Krishnan. (Manager, P.R.)

c) There is a lot of buzz in the current corporate scenario about **CSR or Corporate Social Responsibility**. There is a growing awareness and expectation that a company that prospers and does well financially should ideally attempt to give back to society in some form or the other. Accomplishing, as well as advertising this, becomes the sole responsibility of the PRD [Public Relations Department]. For example, a pharmaceutical company may organize photographic exhibitions at public sites, such as railway stations, explaining through visuals and commentary about the scourge of AIDS and methods of prevention. Or about blindness, and the preventive measures that can be adopted.

iii) Organising Conferences, Seminars, Workshops: PRD undertakes this exercise in order to take a leadership position in scholarship, and innovation among organizations dealing in similar ventures. To bring leading thinkers and people of eminence together, and make their research available to professionals, forms the core part of this exercise. Conferences are held to create linkages and establish networks.

iv). Fairs, Exhibitions and Shows: Organising such events on one's own, or participating in such events, is yet another PR activity. This exercise helps an organization to gain maximum visibility and reach out to cross-sections of the society. Showcasing one's products, interacting with competitors and establishing one's position become important objectives of this exercise.

v) Conducting Opinion Polls and Obtaining Customer Feedback through Questionnaires: A good relationship with those whom one interacts with and who are not part of the company is very essential. Companies work, not only towards portraying a good image to the world at large, but also, from time to time, attempt a feedback on the public perception of the company. For example, Reliance Energy, Jet Airways, ICICI and HDFC banks have a regular feedback form in which questions like, Were you satisfied with the time taken to attend to your query? are included.

vi) It could also arrange an Open House: This is an occasion when members of the public, or family and friends of employees, can visit the plant or factory and be given a conducted tour that explains the functioning of various departments of the company. Indian Navy celebrates Navy Week in the first week of December and organizes conducted tours of some of its warships for the benefit of common public. The purpose of such an exercise is to entertain and inform.

Vii) Trade Events such as organizing seminars or expert talks by eminent professionals are yet another way for companies to establish and maintain good relations in society. For example, when the new budget is announced, it is common practice for financial and tax-related companies to organize talks by eminent financial experts for both, the general public or the tax professionals of their association.

Viii) Films are another popular way of reaching out to the public. These can be in the form of relevant documentaries or on the company's profile and its contribution to society. The commissioning of films, however, is an expensive affair and it is only companies which have deep pockets that can go in for such a medium.

ix) Sponsorship is a very popular means of both publicity and good PR. It is assumed that a company would sponsor only those events or programmes that are in line with their policies and thinking. The Souvenirs produced by non profit making associations or NGOs, for example, are a means to raise funds through advertisements. Sponsorship not only

provides high visibility but also, through financial help, enables the execution of programmes and helps garner goodwill for the company. College competitive events, television programmes, sports events, or social projects such as health awareness drives become an excellent means to the company to build a good rapport with society.

B) Internal PR: The internal audience of an organization comprises its employees at various levels. The PROs can effectively use tools such as the in-house journal or magazine or the notice boards. Featuring articles, photographs, news and views, competitions, quizzes and tit bits about a company's events, achievements, employees' promotions, wedding details, births and deaths announcements, etc., help to lend a personal touch and go a long way in creating inclusiveness and a sense of bonding and belonging. Apart from these, organizing picnics, get-togethers for employees with their families, or off-site programmes, film screenings or annual sports day or other competitive activities, are other ways of creating and maintaining good relations with employees. Providing congenial work and recreation places is very essential too. Creative use of imagination and availability of funds can result in innovative measures of maintaining good and harmonious relations with the staff.

The Internal Audience of an organization comprises its employees at various levels. It is of paramount importance to maintain cordial and congenial relations with the employees for, in the final analysis, it is they who are the actual people who help the organization achieve its goals.

The functions of Internal PR are to

- (i) motivate the employees and boost their morale
- (ii) create fraternal feeling
- (iii) ensure free flow of communication in order to earn the trust of the employees.

i). The Print Medium is the first, easiest and simplest tool. It can be used in a variety of ways. **Bulletins** are used to give the employees news about the latest developments.

In-house journals and magazines or periodical booklets are also a popular means. These usually contain a message from the management, and an editorial focusing on the latest events or products. In addition, to make them more interactive and participative, they may include articles by employees, news about them such as marriages or births and deaths, or other relevant and significant events such as the company's victory in competitive matches and games, or

news that concerns them, like promotions or notes of appreciation.

ii) Films, both documentary or entertainment, are a good way of engaging with the employees. When these are followed by discussions, they afford an ideal platform for interacting with them in an informal setting and strengthening the employee-management bond. They could serve the additional purpose of instruction or training.

iii) Open House is a wonderful device for image building with the employees and their families. This achieves the purpose of instilling a sense of involvement with and commitment to the company. **Picnics** with employees also serve a similar objective.

iv) Off-site training programmes are becoming another popular way for companies to achieve their dual objective of providing both training and entertainment to their employees in an informal setting. **Conferences**, whether internal or external, become a wonderful PR exercise to motivate the employees, to up-date their knowledge and, indirectly, benefit the company.

v) Exhibitions and Competitions form yet another form of instructing, encouraging and, thereby, motivating employees.

vi) Documentation of Press Clippings: becomes an important tool for an organization to keep track of the image it enjoys in public, just as the opinion poll findings reveal the perception of external or internal audiences about itself. Large companies, in fact, have well trained and specific employees, who regularly cut out the articles that include a mention of them, and maintain a master copy, as well as respective ones for the various departments. This enables an organization to refer to them to ascertain public opinion or the perceptions of various stakeholders before finalising a policy decision.

vii) Implementation of programmes: like Advice and Counselling, or Suggestion Schemes help in strengthening the bond between the management and employees. The importance of congenial working conditions cannot be stressed enough in motivating employees and encouraging them to give of their best. It has been remarked, and rightly so, that, while the modern workplace seems to resemble more and more a place of relaxation, sport, which is seeing increasing competition, is becoming more and more of a hard job!

III. Qualifications for a PRO:

From the preceding detailed description of the job profile of PROs, it is evident that they have to be primarily and essentially good communicators. This implies that they not only be able to read, write and speak one or more languages, but also possess soft skills in dealing with people tactfully. They may be called upon to write and often edit written work. They need to groom juniors and train them to take on greater responsibility. In dealing with the internal employees, they need to address their problems. This implies that they have to be good listeners too. Redressing grievances, settling disputes, organizing or re-organizing the workforce, and motivating them, call for developing empathy and understanding.

As PROs deal also with the image, the ability to wield the camera for photography or films is a great asset. In fact photo journalism and documentary film making are very useful tools in communicating an organization's plans and progress. Modern technology, which has shown a dramatic progress, has further empowered and facilitated communication with video cams, cameras with mobile phones, and computers, which enable not only power point presentations but also video-conferencing and film making. Since they are called upon to interact with media persons, whether print or audio-visual, i.e., the press or the T.V., it is imperative that they be confident as speakers.

In fact, organisations appoint one person as their official spokesperson. These spokespersons need to be senior, experienced, tactful, with a cool temperament in order to field difficult and often tricky questions posed by media persons intending to extract inadvertent, hasty and spontaneous replies that could be used, out of context, to damage an organization's image. Appointing just one spokesperson who alone is authorized to speak for the organization ensures that there is but one uniform response and not multiple ones that could be misconstrued. This prized ability to speak judiciously and be able to impact the public at large is what earns the PROs the tag of engineers of public opinion, which, though perhaps not flattering, speaks of the immense influence they can wield.

In conclusion, one could say that PROs of the present day have indeed come a long way from the time of their original, humble practice to occupy a pre-eminent position, particularly in the context of a globalised economy. But one also needs to bear in mind that in times of a downturn, they are the first victims on the chopping block, the first to be fired, as their job profile is not so skill specific as to be considered indispensable. But in times of crisis they, by conveying the right kind of information, at the right place

and at the right time, can convert the resentment and ire of the public to sympathy for the organization. They dispel ignorance and provide the correct details. They can wean the public from apathy and an uncaring attitude to an interested and committed one. They can help dislodge prejudice and bring a turnaround to a better understanding. Thus, they can achieve the enviable feat of effecting a significant shift by transforming a negative perception about an organization to a positive one. Little wonder, then, that more and more institutes are offering a full fledged course in this interesting and challenging professional opportunity, enabling a growing number of youngsters with requisite skills to avail of a demanding but satisfying job option.

Tasks :

1. Define PR and discuss its scope in the modern day context.
2. Enumerate and briefly explain the multifarious functions that PROs need to perform.
3. Name the two kinds of audiences PROs face and the appropriate tools to address each.
4. Varied skills go into the making of PROs. Specify situations that require the practice of each.
5. Discuss in detail any two measures of external / internal PR.
6. Draft a press release to inform of the tenth anniversary of the tourist festival in your city, which is to be inaugurated by the State Minister for Travel and Tourism.



Unit-6

TRADE LETTERS

Learning objectives:

- To enable students to understand the nature and purpose of routine and persuasive business correspondence.

Introduction :

Commercial correspondence normally falls into three categories:

- i. Business to business letters
- ii. Business to customers and
- iii. Customers to business letters.

In this chapter students will learn about trade letters that are normally exchanged between the two parties: traders and customers.

Trade letters include [in the order of their occurrence]

1. Inquiry
2. Order
3. Complaints, claims, adjustments
4. Consumer Redress Letters
5. Credit
6. Collection
7. Sales

1) Inquiry: A letter that seeks information about a product or a service is known as a letter of inquiry. Unless a buyer collects information about the product, he cannot place an order. His first step, therefore, is to collect the information about the product.

Drafting a letter of inquiry: Like any business letter, an inquiry letter should have a beginning, a middle and an end.

Openings

The buyer may/can mention an advertisement as the source of information.

- a) I refer to your advertisement in theof.....date advertising the new range of.....and I wish to inquire about it.

- b) I write to inquire aboutadvertised by you in the Times of India, dated

or The individual or the firm may furnish a brief self - introduction

- a) We are a large chain of retailers and we are looking for.....
 b) We wish to replace steel cutlery in 25 of our J.P.Group of Hotels.

Or the firm may begin by stating the purpose right away. a)We are an established chain of hotels in North India We wish to replace the crockery in all our establishments.

Middle

Buyer requests for the price-list and catalogue:

We request you to send your price-list/catalogue/quotation at your earliest/latest by....

End

Buyer inquires about the discounts/ concessions given:

- a) We request you to provide more details about your 20% discount scheme.
 b) We expect 10% discount on current prices offered to educational institutions.

Buyer tries to induce seller into giving him most competitive /reasonable prices.

Reasonable prices, excellent quality product and service will induce us to place future replacement orders with you.

Example: Inquiry

Shah Computer Accessories
 23rd April 2008.
 Anupam Stores

Dear Sir,
 I refer to you advertisement in today's Times of India, announcing the latest range of computer accessories.

My computer shop enjoys sound reputation in the area. I am interested in the new products advertised by you. As my requirement is of a varied nature, I request you to send your latest price-list and catalogue.

The advertisement mentions a special discount on large orders.
Please furnish me with more details about this.

Yours truly

.....

2) Reply to inquiry: This is a letter which the seller writes when he responds to the buyer's letter of inquiry. He thanks the buyer for showing interest in his products; encloses his best prices/catalogue/quotations; makes a special mention of discounts so as to induce the buyer to place an early order.

Example : Reply to inquiry

Anupam Stores

..... 29th April 2008

Shah Computer Accessories.

..... Dear Sir,

We thank you for your interest in our latest range of computer

3) Order: After having collected the price-lists and quotations from various traders, the buyer places an order for goods. This letter is known as an order letter. An order letter is generally written in an order-form. If an organisation does not have an order-form, the buyer needs to write a letter. He places a sample order to begin with. This is known as a trial order. This will be followed by one or two repeat orders and the subsequent routine/regular order.

Drafting a letter placing an order:

❖ Opening

Reference to the receipt of price-list and catalogue.

We are happy to receive your letter dated quoting your latest prices and the catalogue containing detailed illustration. After having found your prices most competitive, we have decided to place our first order/ trial order for

❖ Middle

This will contain a detailed description of the order, such as specifications regarding the required quantity, quality, colour, model, packaging instructions, terms and conditions, cancellation clause if goods are not up to the mark, or arrive late etc., modes of payment—advance, partial, payment on delivery .

❖ **End**

Specifies the expected date of the supply of order and a future promise clause.

Example**Blow Plast**

25th Nov 2008 Shanman Toys

Trial Order

Dear Sir,

We thank you for your prompt reply to our inquiry for Shaman toys. As we find your prices reasonable, we wish to place a trial order for 50 sets of toys worth Rs.60,000/-, the details of which are enclosed.

Please note that the order must reach us by the first week of December. Excellent workmanship and use of non- hazardous colours would create a way for future orders.

Payment will be made on C.O.D. basis. We will expect a 10% discount on the initial order. Please note that goods supplied in excess, or of inferior quality, or in damaged condition will be returned to you at your cost.

Yours truly,

.....

Encl :
 Detailed Order

The buyer, if satisfied, as mentioned earlier, may place a repeat order. But if s/he is dissatisfied on account of poor quality, service, or delayed delivery, s/he may be forced to cancel her/his order. In such cases, s/he may return the order and ask for a refund. Or, s/he may keep the order but ask permission to sell the goods at a discounted price.

4) Credit and Status Enquiry: At times the buyer may have to buy his products on credit; which means he may not be able to buy them on cash basis.

The word credit originates from the word 'Credo' which means 'I Believe'. Credit is thus an arrangement between a buyer and a seller, by which the buyer can avail goods today and for which he can make payment at a later /future date.

Before granting credit to the prospective buyer, the seller will try and find out if the buyer is credit -worthy; whether s/he [the seller] can recover her/his amount from the buyer. This

investigation about the credit-standing of the buyer or her /his credit worthiness is known as status inquiry.

If the information about buyer is positive, the seller grants her/him credit. If it is not, then the seller tactfully refuses to supply the order on credit, and induces the buyer to buy the product on cash basis.

Following are the steps involved in credit correspondence :

[Status Inquiry]

1. A buyer applies to a seller for the supply of order on credit
2. The seller requests the buyer to furnish Trade References/ Bank references/ Financial Documents etc.
3. The buyer, after seeking referees' consent, supplies references to the seller.
4. The seller then takes up these references. Which means she/he writes to these referees and inquires about the credit standing of the buyer.
5. Referees' replies form the next step in credit correspondence. The reply from the referee could be positive, negative, non-committal or partially favourable or unfavourable.

[Credit]

6. Letter granting credit/ The seller grants credit to the buyer
7. Letter refusing to grant credit/The seller refuses to grant credit to the buyer.

Credit Correspondence:

Example1 : Buyer's application.

Compulink
1 st February, 2007 Seamless Computer Suppliers
Dear Sir, Sub : Credit Order.

Example 2: Seller requests References

Seamless Computers
8 th Feb, 2007
The Proprietor Compulink
Dear Sir,
Sub: Request for References.
We thank you for your order of 1 February for 25 Acer laptop computers.
Since this is your first order with us, we would like to inform you that it is our practice to ask customers for trade references.
Would you therefore send us, by return post, the names and addresses of two trade referees with whom you have been dealing in the recent past?
We look forward to serving you,
Yours truly

Example 3: Customer Supplies References

Compulink
20 th Feb, 2007
Seamless Computers
Dear Sir,
Sub: Supplying References
We acknowledge the receipt of your letter asking us to supply the names of trade referees.

Example 4 : Seller taking up references.

<p style="text-align: center;">Seamless Computers</p> <p>21st Feb, 2007 M/s.....</p> <p>Dear Sir,</p> <p>Sub: Status Inquiry</p> <p>We are an established wholesale dealer in electronic equipment.....in Mumbai.</p> <p>Mr. of Compulink , who has placed an order for 25 Acer laptop computers on six months credit with us, has given your name as one of his referees.</p> <p>We request you to furnish us with information about the credit standing of Mr.....</p> <p>We assure you that any information you give us will be treated as private and confidential.</p> <p>Yours truly</p>
--

[The next stage is that of referees' response. The referee may give a positive, negative, partial or non-committal reply. While replying to a credit enquiry the referee will avoid commenting on the character of the applicant. He will restrict his comment to his personal experience of the applicant. He will avoid advising the seller. All such replies will be marked "Private and Confidential".]

Example 5: Referees' replies: (a) Favourable

<p style="text-align: center;">M/s</p> <p>24th Feb, 2008</p> <p>Seamless Computers</p>

We are happy to inform you that we have been doing business with them for the last 15 years and we have found them trustworthy and reliable. They have placed regular credit orders with us in the past and have always paid their dues on time.

We hope this information will be helpful and understand that you will treat it as confidential.

Yours truly

.....

b)Example: Unfavourable Reply

Private and Confidential

M/s

24th Feb, 2008 Seamless Computers

..... Dear Sir,

Sub: Reply to Credit Inquiry

We acknowledge the receipt of your letter dated requesting credit information about

We have been dealing with them for almost ten years now. They placed regular orders with us in the past. While, initially, they always paid their dues on net dates, they occasionally did not do so. In fact, in recent times, after their failure to pay on time, we started dealing with them only on cash basis.

We feel that one should exercise caution while dealing with them.

We have exchanged this information in good faith, and we trust you will treat it as strictly private and confidential.

Example 6: Letter granting Credit

<p style="text-align: center;">Seamless Computers</p> <p>1st March, 2007</p> <p>Compulink</p> <p>Dear Sir,</p> <p>Sub: Approving Credit Order</p> <p>We sincerely thank you for supplying the credit references so promptly.</p> <p>We are happy to inform you that we will supply your order for 25Acer Laptop computers on six months credit period.</p> <p>We are enclosing our catalogue, order form and a copy of credit application form for your convenience. Please send us, by return post, your specifications along with the signed credit form, so that we can supply your order within the next four working days.</p> <p>We hope this will mark the beginning of a long-standing business association between us.</p> <p>I remain,</p> <p>Yours truly</p>
--

Example 7: Letter refusing Credit

One has to be tactful while writing negative replies. The seller generally refuses credit when he receives negative replies about the credit standing of the buyer. Yet, it is unwise to tell the buyer that s/he [seller] has received a negative reply about her/him [the buyer]. The seller, while saying no, tactfully avoids giving a direct negative response and tries to put the message in as positive terms as possible.

Seamless Computers

.....

1st March, 2007
Compulink
.....

Dear Sir,

We sincerely thank you for providing us the references so promptly.

We, however, have to inform you with regret that we cannot process your credit order as the market conditions are not favourable.

We have decided not to process any credit order for the next six months. As such, we will have to put your credit order on hold.

In the meanwhile, you could avail of a special 15% discount which we are offering to a few of our select customers, if you place your order before 20 March.

We look forward to serving you,

Yours truly
.....

4. Collection or Dunning Letters: Letters that are written to recover outstanding amounts are known as collection letters. Despite every possible care having been taken by the seller before supplying order on credit, it is possible that the buyer fails to repay on time. These letters are then written to collect such outstanding payments.

Since a credit order is extended after a cautious scrutiny, when the buyer fails to pay on time, it is believed that the buyer may be having a genuine difficulty due to which he has failed to make payment; or the lapse may be due to an oversight. Before declaring the buyer a defaulter, the seller wants to give him the benefit of doubt. Therefore, he sends letters in stages to enable the buyer to make payment. After having written three such letters, the seller takes a firm stand and demands payment within a stipulated period of time. He may also extend a helping hand to the buyer in order to make the buyer respond positively. Finally, when he is left with no alternative, he sends a warning letter, giving the buyer a specific period in which to settle his dues. If the buyer fails to pay up even then, legal action is taken against the defaulting buyer.

There are five stages of collection.

Examples of Collection Series: Letter No. 1

Matrix.....

5th Feb, 2008Allwyn Fernandes
.....

Dear Sir,

Sub: Account No.....

We do not appear to have received payment of the above account for Rs. 25,000/-, already a month overdue.

It is possible that you have not received the statement of account sent to you on 1 January. We enclose a copy of the same, and request you to make payment before 15 February.

Yours truly
.....

Encl:
Copy of statement

Letter No. 2

Matrix.....

25th Feb, 2008
Allwyn Fernandes
.....

Dear Sir,

Sub: Your Outstanding Account : 1st reminder

We are surprised that we have neither received our payments for Rs. 25000/- outstanding on the above account, nor have we received any reply to our letter of 5th February, wherein we had enclosed a copy of the statement.

We once again enclose the copy of the statement. We hope that this letter will catch your immediate attention.

Yours truly

.....

Letter No. 3

Matrix.....

15th March, 2008
 Allwyn Fernandes

Dear Sir,

Sub: Your Outstanding Account : 2nd reminder

Our records indicate that your account is now more than 60 days past dues. We feel concerned as you have not responded to either of our letters sent to you on ...5 and 25 February.....

We cannot allow this situation to continue indefinitely and therefore must press for immediate payment.

Considering our long association in the past, we are ready to give you an opportunity to explain, within the next two days, why the outstanding balance of Rs.25000/- could not be paid on time, failing which we would be forced to consider other alternatives.

Yours truly

Letter No. 4

Matrix.....

1st April ,2008
 Allwyn Fernandes

Dear Sir,

Sub: Your Outstanding Account : 3rd reminder

We very much regret that we have received no reply to the follow-up letter we sent you on 15 March, requesting you to respond to our reminders for your outstanding payment of 25000/.

This total silence is not only going to cost us our business relationship but it is also going to affect your reputation. we are now left no option but to take recourse to law, unless you call us today to discuss a way out of this situation.

Yours truly

Letter No. 5

Matrix.....

30th April, 2008
 Allwyn Fernandes

Dear Sir,

Sub: Your Outstanding Account: Final letter

It is with utmost regret that we have to inform you that, despite having treated you with every possible consideration, we have neither heard from you, nor have we received the payment of Rs.25000/- still outstanding on your account with us.

We are convinced that we have shown sufficient patience, but we are now left with no option but to recover payment at law. The matter will now be, regretfully, placed in the hands of our solicitors.

Yours truly

[These letters form the substance of routine external correspondence in the organization. While letters of inquiry have almost become a part of history, order letters are sent in customized and standard formats. Credit and collection letters are generally never handled by junior staff. They are handled by either the senior executives who have the requisite experience, or by the Company Secretary or a more competent authority.]



Unit-7

COMPLAINTS, CLAIMS AND ADJUSTMENTS

Learning objectives :

- To enable students to draft letters of complaint and claims
- To enable students to draft letters of adjustment

Complaints and Claims

Introduction :

i) What is a complaint letter?

A complaint letter is written by a dissatisfied customer, expecting the organization to resolve the problem by offering him/her adequate compensation. The contention may be with regard to the quality, quantity, pricing or after-sales service in case of a product. It may be related to the nature, competence, or efficiency in case of a service. The letter should logically explain the dispute, supported by documents and other kinds of evidence.

ii) What is a claim?

A claim may be defined as a demand of action made by a customer to compensate him/her for any mechanical, physical or functional defect in a product purchased, and perceived inadequacies in service obtained.

Granting claims and making adjustments:

Being sensitive to the concerns and demands of customers, promptly handling their claims, and amicably resolving problems reap obvious benefits for an organization. In a competitive marketplace, it earns the goodwill and loyalty of customers. Good customer relations are a priority for any organisation which wants to grow. The Consumer Protection Act, 1986, aids consumers to recover damages, prompting companies to take appropriate steps to resolve customer complaints.

It is well within the rights of an organisation to verify the complaint and offer compensation only when it is found genuine. A response to a complaint letter detailing action taken is called a letter of adjustment.

iii) When does a customer make a complaint?

A customer complains when

- he is dissatisfied with the quality or quantity of the product
- the pricing is incorrect or there is a mistake in billing
- the packing is not to standard specifications for a particular product
- the order arrives late, is in excess, in a damaged condition, or is different from the one placed
- he is dissatisfied with the service, or after-sales service

Apart from these, there could be many other situations when a customer may have to take recourse to such letters.

II. Drafting a Letter of Complaint:

While drafting a complaint letter, one must be rational and use reason instead of emotions. Getting a timely and adequate compensation depends on whether the dispute is explained and phrased logically. The writer could

- i. begin with a clear statement of a problem sequentially
- ii. support his claim with documents, endorsements and establish his contention
- iii. clearly state what kinds of compensation he expects

Or

- i. begin by providing the details of order
- ii. state the nature of complaint
- iii. suggest action/compensation

Example 1 :

<p>Abhiram Athwale 4, Jeevan Vikas, Dadar Central, Mumbai 400006.</p>	
<p>December 25, 2007</p>	
<p>The Manager, Canberry India, Worli, Mumbai 400 018.</p>	
<p>Dear Sir,</p>	
<p>Sub: Complaint against substandard quality of Fruit'n'Nut Chocolates</p>	
<p>This is to bring to your notice that the above-mentioned chocolates were found to contain worms. The samples in question, 20 gift-boxes of chocolates, were purchased on December 24, from the famous 'Deal4' shop, located in Dadar, Mumbai. I would like to lodge an official complaint about the quality of these 'Fruit n Nut Chocolates' supplied by your company which manufactures them.</p>	
<p>The chocolates were purchased for distribution in an orphanage. To our utter disgust and shock, each box opened was found infested with worms. The chocolates were well within the printed date of expiry, which is February 20, 2008.</p>	
<p>Your chocolates pose a great health risk for consumers, most of whom may be children. I request you to withdraw the entire lot from the market immediately, and compensate me with fresh batches of the same chocolates.</p>	
<p>Yours truly,</p>	
<p>Abhiram Athwale</p>	

II. Drafting a Letter of Adjustment / Settlement

A letter of adjustment has three goals:

1. to reach out to the customer and verify the complaint
2. to explain the cause / reason behind the inadequacies in product or service
3. to regain the confidence of the customer and promote further business

Letters of Adjustment

A letter of adjustment is written to

1. acknowledge the receipt of the letter of complaint and thank the customer for writing it
2. express regret for the cause of complaint
3. explain the situation
4. state the action taken.
5. communicate one's genuine concern

Example 1 : Response to complaint letter

Cranberry India Ltd. Worli, Mumbai	
Ref no.320/ cw/01	Dec 26, 2007
Mr Abhiram Athwale, 4, Jeevan Vikas, Dadar Central, Mumbai 400 006.	
Dear Sir, Response to your Letter of Complaint about Fruit'n' Nut Chocolates.	
We sincerely thank you for informing us about worm infestation in the Gift Boxes of Fruit'n'Nut chocolates, and deeply regret the inconvenience caused to you by this. Following your letter, we have immediately withdrawn the entire batch of chocolates from markets across the country.	
We are a responsible corporate concern and since this is indeed a very serious issue as rightly pointed out by you, we immediately launched an investigation into the matter.	
We were relieved to find that there was nothing wrong with the packaging or manufacturing processes. The chocolates were stored in improper temperature, which made them soggy and moist, leading to the germination of worms.	
On inquiring, our distributors claimed that prolonged periods of power-cuts led to the current crisis. Now, we have convened a meeting of our distributors along with our R&D experts to take appropriate measures so that such a situation never recurs. As a token of our appreciation of your concern, we send you a carton of fresh chocolates which you can distribute among the	

Example 2 : Complaint regarding Service**Example 2 : Complaint regarding Letter**

3, Silver Moon Apts.
Baba D'souza Marg
Khar [W]
Mumbai 053.

18th Sept, 2008

HSCC Bank
16th Road, Khar Danda,
Khar [W]. Mumbai 400 053.

Dear Madam,

I am a customer of your bank, having a Third Party Overseas Transfer [TPOT] Account, (number 55786657).

I have not been able to operate my account for the last two days as your server is down. Since my business runs on the Internet, the non-transfer of funds for the last two days has caused me a great deal of inconvenience and loss of customer confidence.

It is difficult to believe that a prime bank like HSCC does not have any alternative and can do nothing for its customers, except to let them suffer.

I request you to resolve the matter immediately, or I will have no choice but to withdraw business from your bank and shift my account another more efficient bank.

Yours faithfully,

M. Alvares

Example 3 : Adjustment Letter

HSCC Bank
16th Road, Khar Danda,
Khar [W], Mumbai 400 053.

Ref No. 320/cw/02

20th Sept, 2008

Mrs. Margaret Alvares
3, Silver Moon Apts.
Baba D'souza Marg
Khar [W]
Mumbai 400 053

Dear Madam,

We thank you for your letter dated September 18. We deeply regret the technical snag that inconvenienced many of our valuable customers.

We fully understand the seriousness of the matter and welcome your suggestion for an alternative arrangement, should the server fail in future. Our technical team is working on such an alternative, and we promise that there will be no such technical breakdowns in future.

We once again thank you for being our valued customer and expect your continued patronage.

Sincere regards,

Yours truly,

Mrs. Alia Sinha,
Branch Manager,
HSCC, Khar

Example 4: Letter of Complaint: Poor Quality

SR Home Appliances,
Kandivali [W],
Mumbai 400068
Tel: (022) 66677888

19th Sept, 2008

The Proprietor,
Kitchen King Services,
Kanjur Marg [W], 4000067

SUB: Substandard quality of steel kitchenware.

Sir.

We have been regular buyers of kitchenware from you for the past five years, but during the past two months, we have received many complaints about the quality of the stainless steel utensils. Most customers have complained that these steel utensils rust in no time. To be precise, we have had to replace six such orders in order to satisfy our customers. This is a matter of serious concern to us, as this may affect our image adversely. If the word spreads, it will immediately result in loss of business.

We are sending back the utensils exchanged. We expect you to replace these within 15 days. We also request you to take necessary steps and ensure that the next lot sent to us is of standard quality.

Yours sincerely,

.....
Manager,
SR Home Appliances.

Example 5 : Response to Letter of Complaint : Poor Quality

The Proprietor,
Kitchen King Services,
Kanjur Marg [W],
Mumbai-4000067.

26th Sept, 2008

SR Home Appliances,
Kandivali [W],
Mumbai 400068.
Tel: 2 66677888

Ref. No. 321/cw/04

Dear Sir,

Thank you for your letter of complaint dated September 19, 2008. We indeed regret the poor quality of the steel kitchenware supplied to you, and sincerely apologize for the problems you had to face.

Following a labour dispute we had to temporarily stop our production for a fortnight, and were compelled to make alternate arrangements with the renowned exporters, Guarantee Steels, for supplying the merchandise to all our customers. We never doubted the quality of their product, but, having received your complaint, we will now take up the matter with them.

I may also inform you that the dispute in our plant has been resolved, and we will shortly resume supplies. We are sending you the replacement order at our earliest.

Yours faithfully,

M.Subramanyam,
Proprietor.

II. Handling Negative Messages: Refusal to Settle Claims:

It is not possible for a seller to grant all the claims, particularly when the demand of the customer is unreasonable. To communicate politely to the customer/s one's inability to accede to the unreasonable demands, and still retain their goodwill is a challenging task.

To draft such a letter is a delicate matter. One's refusal must not translate into blaming the customer, even if he is at fault. The seller must sound concerned and understanding, and try to be as objective as possible in his explanation.

Example 1: Refusing Adjustment

Dear Sir,

We are sorry to learn that the music system you purchased under bill no 1234, on February 25, 2008 has developed technical defects. We find that you have asked us for a replacement.

In this connection, however, we must bring to your notice that according to the conditions of warranty, if any device is found defective, it must be brought back directly to the original seller. Our inspection reveals that you had called a local mechanic who tampered with the system. We regret to communicate to you that we cannot grant you any relief under these circumstances.

We would like to suggest that you consult our technical department, who can repair the defect, but against payment of charges.

Yours truly

.....

Example 2 : Refusing Adjustment

defect developed in your Acer Laptop, purchased from 'The Electronic Shoppe' on February 19, 2007.

According to our hardware engineer who attended to your complaint immediately, the source of the problem is the electrical wiring in your house. The laptop itself is in perfect working condition.

We request you to get the electrical wiring in your house changed immediately. If problems persist even after the change of wiring, we promise to replace the piece, while it is in its warranty period.

Yours truly

.....

Tasks :**Draft a complaint letter for the following situations :**

1. S.K. Architecture placed a large order with Jayanti Caterers for snacks that led to food poisoning after consumption.
2. Rohit Das purchased a collection of DVDs from Sony Entertainment at a total cost of Rs. 2000/-, which have turned out to be blank.
3. Alviras purchased groceries from Indiabulls for Rs. 2500/ for home delivery. The bill, however, showed the amount as Rs. 3500.
4. Mr. Gopinath placed an order for a Kohli Food Processor by paying Rs.5000/-. The food processor makes alarming noise while grinding.
5. You purchased two fruit drink cans from Bizz Bazzar under the 'Buy One Get One Free' offer. The date on both the containers, however, is well past their expiry date.

Draft an adjustment letter for the following situations :

1. Mrs. Anita Lamba has written to inform you that the carton of paints she received from you has less number of items than she had placed order for.
2. Messrs. Tare and Bros. have written to Abha Sales that the furniture they had ordered has arrived in a damaged condition.
3. Mrs. Geeta Chandra has asked for replacement of her CCM washing machine which caught fire as soon as it was switched on.
4. Major Anand has asked for the complete refund of his ticket fare, as the airline overbooked the tickets and failed to accommodate him on the flight.
5. A student from Adtech has written to Adtech Computer Centre asking for full refund of fees as the centre failed to provide him with the necessary practice time and hands-on experience as promised in the prospectus.

Draft a letter refusing to make adjustment for the following situations:

1. A customer has complained that he placed an order for a navy blue carpet he had selected from the catalogue. The carpet he received, however, is of a different shade of blue and not the one he had selected.
2. You have received a letter from Ahuja and Sons complaining about the copier they purchased a month ago, which returns the paper blank.



Unit-8

CONSUMER GRIEVANCE LETTERS

Learning objectives :

- To make students aware of their rights as consumers.
- To acquaint students with the provisions of the Consumer Protection Act, and the procedure for filing a complaint under the CPA

Introduction :

I. What is Consumer Guidance?

Consumer Guidance means imparting education, information, instruction and training to consumers with regard to their buying activities. The first and foremost objective of the Consumer Guidance Cell is to make consumers aware that they have legitimate rights as consumers. The purpose of the Endeavour is to make consumers aware about the possible malpractices and the consequent victimization on account of their lack of knowledge about the consumer's rights. In a country like India, a majority of consumers are uneducated, poor and unorganized. They fall an easy prey to the exploitative practices of traders. Consumer education equips them to exercise their rights as consumers. Consumer organizations work towards consumer education, establishment of legal redressal systems, appropriate punitive measures against offenders and, in general, for protection of consumers from the malpractices in the commercial world.

In this chapter, you are going to understand the CPA [Consumer Protection Act] of 1986 – the law that revolutionised the life of a consumer, and also learn how to redress consumer complaints.

[It has been decided by the Government of India to celebrate December 24 as the National Consumer Day in India. It was on this day that the President of India gave assent to the Consumer Protection Act in 1986. The World Consumers' Rights day is celebrated all over the world on March 15.]

I. THE CONSUMER PROTECTION ACT, 1986

Though a consumer is ideally the king, he has been the most vulnerable entity in the entire marketing system in India. He has been subjected to the worst kind of exploitation at the hands of

mighty traders. The Government of India enacted a comprehensive legislation called The Consumer Protection Act, in order to safeguard the interests of consumers. The Consumer Protection Act, 1986, applies to all goods and services, excluding goods for resale or for commercial purpose, and services that are rendered free of charge and under a contract for personal service. The provisions of the Act are compensatory in nature. It covers public, private, joint and cooperative sectors.

II. Who is a Consumer?

According to the act, “A consumer is any person who buys any goods for a consideration [price], and is the user of such goods, where the use is with the approval of the buyer, any person who hires/avails of any service for a consideration [price], and any beneficiary of such services, where such services are availed of with the approval of the person hiring the service. [www.cgi.com]

This means that if Mrs. Pandya purchased a car for her personal use by making full payment, she is a consumer. If she has made a partial payment, or paid her first installment of Rs. 45000/, she is still a consumer. If Mrs. Pandya availed herself of any services – like airline, railways, medical treatment, she is a consumer. However, if she is a trader, who has purchased a car with an intention to sell, she is not a consumer.

Goods: The act defines ‘Goods’ as any movable property which also includes shares, but does not include any auctionable claims.

Service: It defines ‘Service’ as service of any description such as banking, insurance, transport, processing, housing construction, supply of electrical energy, entertainment, board or lodging.

III. Rights of the Consumer: CPA has framed the following rights of the consumer.

- Right to be protected against the marketing of goods and services which are hazardous to life and property?
- Right to be informed about the quality, quantity, potency, purity, standard and price of goods or services, so as to protect the consumer against unfair trade practices.
- Right to be assured of, wherever possible, access to a variety of goods and services at competitive prices.
- Right to be heard and to be assured that consumers’ interests will receive due consideration at appropriate forums.
- Right to seek redressal against unfair trade practices and unscrupulous exploitation of consumers.
- Right to consumer education.

IV. Nature of complaint: A consumer can complain against

- i. Any unfair trade practice or restrictive trade practice adopted by the trader
- ii. Defective goods
- iii. Deficiency in service
- iv. Excess price charged by the trader
- v. Unlawful sale of goods which is hazardous to life and safety when used.

V. How to lodge a Complaint?

A complaint, handwritten or typed, can be filed by a consumer to a registered consumer organisation, Central or State Government, and by one or more consumers where there are numerous consumers having the same interest. No stamp or court fee is needed. The nature of complaint must be clearly mentioned, as well as the relief [compensation] sought by the consumer. Complaint must be in quadruplicate [four copies], in district forum or state commission. Else, additional copies are required to be filed.

- Complaint is to be filed within two years of buying the product or using the service.
- Complaint needs to be in writing, and should be acknowledged. Letters should be sent by registered post or should be hand-delivered against acknowledgement.
- In the complaint, consumer should clearly mention the name and address of the person who is complaining and against whom the complaint is being filed.
- Copies of relevant documents must be enclosed. The consumer must mention details of the problem and the demand on the company for compensation. This could be replacement of the product, removal of the defect, refund of money, or compensation for expenses incurred and for physical/mental torture. However, he has to ensure that the claims are reasonable.
- The consumer must preserve all bills, receipts and proof of correspondence related to the case. He must avoid using voice mail or telephone because such communications cannot be proved.
- The complaint can be in any Indian language, but it is better to use English.
- There is no compulsion to hire a lawyer. Main cost consists of correspondence and travelling to consumer forum for the hearing.

VI. Grant of relief [Nature of compensation]: CPA provides for following types of compensation.

- a. Repair of defective goods
- b. Replacement of defective goods
- c. Refund of the price paid for the defective goods or service
- d. Removal of deficiency in service
- e. Refund of extra money charged
- f. Withdrawal of goods hazardous to life and safety
- g. Compensation for the loss or injury suffered by the consumer due to negligence of the opposite party
- h. Adequate cost of filing and pursuing the complaint

Normally, complaints should be decided within 90 days from the date of notice issued to the opposite party. Where a sample of any goods is required to be tested, a complaint is required to be disposed of within 150 days; it may take more time due to practical problems.

VII. Consumer Protection Councils :

Councils have been set up in all States and at the Centre to promote and protect the rights and interests of consumers. These councils are advisory in nature and can play an important role in recommending consumer oriented policies to the State and Central Governments.

The objective of the act is to:

- i. provide simple, speedy, inexpensive redressal to consumer grievances.
- ii. provide this three-tier quasi judicial machinery at the national, state and district level

National Consumer Dispute Redressal Commission: Deals with claims above Rs. 1 crore and above

Consumer Dispute Redressal Commission or State Commission: Deals with claims from Rs.20 lakhs to 1 crore

Consumer Dispute Redressal Forum or District Forum: Deals with claims upto Rs.20 Lakhs.

The set-up of the consumer forum is geared to provide relief to both parties, and discourage long litigation. In a process called 'informal adjudication', forum officials mediate between the two parties and urge compromise. The forum is expected to dispose of a complaint within three months from the date on which notice is given to the opposite party. On receiving a complaint, the company against whom the complaint is received is intimated, with a copy of the complaint letter. The concerned company is supposed to reply

within 45 days of receiving the notice from the forum. Once the company sends its reply, the Forum can set the date for a hearing, where the complainant and the opposite party can present their arguments. If the opposite party does not appear in court despite repeated notices and reminders, the court may decide the matter in its absence and give an ex-parte decision. The Forum can sentence the party to a maximum of three years' imprisonment and impose a fine of Rs. 10,000. The Forum can also issue warrants to produce defaulters in court. It can use the police and revenue departments to enforce orders.

One should once again note that consumer courts provide redress only in cases of products or services for personal use. They do not entertain complaints about, or provide any redress for, defects in products used for commercial purposes.

VIII. Some of the active consumer organisations:

Mumbai Grahak Panchayat
Grahak Bhavan, Sant Dhyaneswar Marg,
Juhu Vile Parle Development Scheme,
Near Cooper Hospital, Mumbai 400056.
Tel: 022-6209319.

Consumer Guidance Society of India
'J' Hutment, Mahapalika Marg,
Opp Cama and Albless Hospital,
Mumbai 400001. Tel: 022-2621612

Common Cause
A-31, West End, New Delhi 110021.
Tel: 011-6876666.

Voluntary Organisation in Interest of Consumer Education
F-71, Lajpat Nagar II, New Delhi 110024.
Tel: 011-6918969/6315375.

In Mumbai and Thane complaints at the district level should be addressed to:

1. The President [City Limits],
Bombay District Consumer Disputes Redressal Forum
Madhu Industrial Estate, 1st floor,
Panduranga Budhkar Marg,
Worli, Mumbai 400 013.

2. The President [Suburban Limits]
Consumer Redressal Forum
Sudarshan Building,
Gokhale Road,
Dadar, Mumbai 400028

3. The President

District Consumer Redressal Forum, 2nd floor
Collector's Office, Court Naka
Thane [W], 400601

II. Drafting of Redress letters under Consumer Guidance:

A consumer redress letter is drafted like any complaint letter. However, it is only after the seller has ignored, or failed to respond to a customer's complaint, that the customer should approach the consumer forum. He should give all the details of the complaint and substantiate them with all the necessary documents. He should then request the consumer redress cell to take up his matter on his behalf and ask for justice. He should also clearly state the kind of compensation he has in mind.

There is a format in which consumer guidance letters are generally drafted. This includes

- a) The name of the complainant
- b) The name of the company/organization/concern i.e. the opposite party against whom the complaint is being made.
- c) The nature of the complaint.
- d) Prayer i.e. Terms of Compensation

Example 1: Consumer Redress Letters

Mr. Amar Khan
B-16, Alam Gir Apts.
Azad Rd. Thane[W] , 401203. September 15, 2008
The President
Consumer Guidance Redressal Forum

.....
Complainant: Mr. Amar Khan
Dispute Against / Opposite Party: Mohata Builders Nature of
Complaint: Levying of excess charges.

Dear Sir,

I request you to take up my dispute with Mohata Builders, who have failed to give me the possession of my flat at 5 B, Ajanta Gardens situated at Gorai Rd, Boriwali [W], as promised.

I had entered into a proper agreement with Mohata Builders, when I booked a one BHK flat admeasuring 540 sq ft for Rs. 20 lakhs, in their newly constructed housing scheme at Gorai. In accordance with the terms of agreement, I paid

After the payment of my last installment on 18th December, 2007, on requesting the keys to the flat, I was told by the supervisor that I would be given the keys on 2nd February, as some work was still to be completed. In good faith I agreed

to wait till 2nd February, 2008.

When I approached them on 7th February, 2008, the supervisor made a demand of an additional amount of Rs.1 lakh, towards the increased cost of construction. On my refusing to pay the extra amount, he refused to hand over the keys to me.

Almost eight months have passed and I have still not been given the possession of the flat. After having failed to meet the Mohatas in person, I sent them three registered letters, to which I have received no answer till date.

I, therefore, request you to take up my matter and help me in getting the following compensation:

1. Immediate possession of my flat
2. The amount paid towards rent at Rs. 15,000/ per month for the last 8 months
3. A written apology for the harassment I have been subjected to

I am enclosing

1. A Copy of the registered agreement
2. Receipts of the payments made
3. Copies of the registered letters and postal receipts

I hope to receive a sympathetic response soon.

Yours truly

.....

Example 2 : Consumer Product

Mrs.Anaita Dewani
C-6, Bella Donna Apts.
Bhanushali Rd, Khar [w]
Mumbai 400013.

February 10,2009
The President
District Consumer Forum

.....

Opposite Party ... : Waly's Departmental Store
Nature of Complaint : Delivery of a different model of
Videocon TV

Dear Sir,

I seek your assistance in solving my dispute with the famous Waly's Departmental Stores , at Bandra [W].

On 23rd December, 2008, I purchased a 51 inches Videocon Plasma T.V., [brand name Tiara], for Rs.1 lakh 10 thousand, from Wali's Stores at Bandra [W]. Since the store promised home delivery, I left the store after making the payment in cash.

Wali's Stores made the delivery after two days. On opening the carton, however, I realized it was not the brand that I had selected and paid for. The store had sent me a 49 inches Sim Sim brand, instead of the 51 inches Tiara brand.

I refused to sign the delivery papers and rang up Wali's Stores for replacement of the TV. But the manager refused to accept the fact that I had selected a model different from the one that was delivered to me.

After this, I first tried to personally contact and explain the problem to the management, but to no avail. Subsequently, I sent two registered letters notifying my complaint in detail, and asking for a replacement. I have not received any response from the store's management till date.

I, therefore, request you to intervene and help me in getting replacement of the TV that I was wrongfully delivered. I also want a written apology and an award of Rs. 2000/ towards all the expenses that I have incurred in pursuing this matter.

I am enclosing the receipt for payment, the receipts of the registered letters, and photocopies of the letters sent.

I hope to receive your immediate attention.

Yours truly,

Anaita Dewani

Enclosures:

1. Receipts of payment
2. Receipts of the registered letters
3. Photocopies of the registered letters.

Example 3 :

Magaza Mauni
A/20, Amar Apts.
Meera Iyer Road
Andheri (E) Mumbai 400099.

20th August 200

The President
District Consumer Redressal Forum
Mumbai

Complainant : Mrs. Magaza Mauni
Opposite Party : Dodophone Service Provider.

Nature of Complaint:

1. Service provider selling personal data.
2. Levying charges for the schemes one has not Dear Sir,

This is to request you to take up the matter of the privacy issues of customers like me with Dodophone Service provider.

I am a post-paid customer of Dodo phone telecom. I have been harassed by sales calls from various insurance and share-broking agencies for the purchase of their product. Sometimes I receive as many as 25 calls a day.

On my enquiring with one such agent I realized that the company had all my personal data, which I had not parted with. This raises serious doubts about the safety of our

My second issue is that of the service provider forcing certain schemes, such as 'Laugh-a-minute' Scheme, on unsuspecting customers without their prior consent, and then levying extra charges for them. It is bad enough being forced to listen to senseless jokes, and then, being asked to pay for them really hurts.

I had taken up both the issues with my service provider. On receiving no satisfactory response, I sent three complaints via e-mail to their on-line grievance-cell. It is two months since I did so, but I have received no response from them.

I, therefore, request you to take up this matter and put a stop to the exploitation of customers like me.

I request

1. Refund of all the extra-charges levied on me beginning March 2007.
2. Devising of a code of conduct where customer-consent becomes mandatory.

I am enclosing my bills and print outs of the e-mails I sent to Dodophone telecom.

With regards,

Yours truly,
Magaza Mauni

Enclosures:

Bills [3]

E-mail Print Outs [3]

Tasks :

Draft redressal letters for the following situations :

1. You were admitted to Holy Heart hospital for an appendix operation. On receiving bills you realize that you have been charged for 10 days' stay at the hospital, instead of the actual stay of 7 days. Your oral and written protests have gone unheard, and you were compelled to pay the levied amount in order to reclaim your medical reports, bills and other documents.
2. You had to appear for an interview in Mumbai. You had booked your flight ticket from Kolkata on Hi Fli Airlines, a low cost carrier, one day prior to the interview. On reaching the airport you were informed by the airline, which had overbooked itself, that there was no seat on the flight, and that you could not fly on the same day. You tried getting the refund but the staff at the counter refused to reimburse the money, claiming that you had reported late, although this was not so. You bought a ticket on another airline, as you had to reach Mumbai by a certain time. This, however, has forced you to incur huge and unexpected expenditure.
3. You purchased a brand new XYZ laptop computer/ cell hone/ washing machine/ceiling fan from the much advertised Topsy Turvy Mall, which has turned out to be a defective piece. Your personal visits to the mall for its replacement have not produced any results.
4. Your mobile service provider has charged you Rs.500/- for a 'Latest Ringtones on your Mobile' facility, when you had not subscribed for it.

5. You took admission, by paying Rs. 7000/, for a course scheduled to start in January. It did not start on the promised date, owing to less number of enrolments. The organization has refused to return your money on the pretext that it would start the course as soon as they enrolled sufficient number of enough number of students. Two months have elapsed and the course has still not started.



munotes.in

Unit-9

RIGHT TO INFORMATION QUERIES

Learning objectives :

- To make students aware of the provisions of the RTI Act
- To enable students to draft RTI letters

“In a government of responsibility like ours, where the agents of the public must be responsible for their conduct, there can be but a few secrets. The people of this country have a right to know every public act, everything that is done in a public way by their public functionaries. They are entitled to know the particulars of every public transaction in all its bearings.”

[Supreme Court in State of UP vs Raj Narain in 1975, Posted by RTI Act 2005 on June 25, 2006]

“What we have is an elective democracy, not a participatory democracy. This is because we have missed the essence of Lokshahi— which means Logon ki Shahenshahi. The essence of democracy is that the individual Citizen is a sovereign in her/his own right, and s/he gives up part of the sovereignty to the State, in return for which s/he gets the rule of law. This respect for YOU, - the sovereign Citizen of India, and for the rule of law has been missed completely. Our Institutions have become playgrounds of the powerful, where the individual is helpless. If a Citizen approaches an elected representative, he may or may not get a hearing in 24 hours; if s/he writes to a Public servant s/he may or may not get an answer in 12 days; and if she approaches the Courts a BMW will metamorphose into a truck and the final decision will probably be obtained after a decade. The individual Citizen, instead of being respected, has become the ‘bechara’. If Tilak were here today he would have again said, “Swaraj ha maza janmasiddh hakk ahe, ani to me milawnarch”, karan Swaraj keva aalach nahi. 15th August, 1947 only saw a transfer of Raj from the whites to the browns.”

[This is an extract from Shailesh Gandhi's speech, via e - mail, while accepting the Nani Palkhiwala Memorial Award on January 12, 2008.]

The Right to Information Act

I. Introduction :

The common citizen of India owes a debt to activist Shailesh Gandhi and, prior to him, to many others, who fought for the Right

to Information Act and brought it into force. Its enactment, on 12 October 2005, by the Indian Parliament, in a sense is a culmination of a movement for the empowerment of the common man that had begun in 1990.

Purpose of the RTI Act:

An average citizen in India is at the mercy of authority that exploits him on account of his lack of information. Instances of a common man having to bribe the authority to collect the dead body of a relative from a government morgue, to collect birth/employment/death certificate, to avail of a ration card, passport or pension has become a common norm. There are enumerable examples where he has become a victim at the hands of unscrupulous officials. With the RTI, it is now possible to make public servants accountable and to bring in transparency in the functioning of the government. The RTI empowers the common citizen with his fundamental right to question the authority and make it answerable. To be able to exercise this right, it is essential that students, who are the future of Indian democracy, become aware of the RTI Act and its provisions.

The RTI ACT [2005]

The RTI Act mandates timely response to citizen requests for government information. Any ordinary citizen, regardless of caste or creed, can file a Right to Information application and the Government of India is compelled to respond.

1. What does Information mean?

Information means any material, in any form that includes records, documents, memos, e-mails, opinions, advices, press releases, circulars, orders, logbooks, contracts, reports, papers, samples, models, data material held in any electronic form, and information relating to any private body, which can be accessed by a public authority under any other law for the time being in force, but does not include 'file notings' [S.2(1)].

2. What does Right to Information mean?

It includes the right to

- ☐ inspect works, documents, records.
- ☐ take notes, extracts or certified copies of documents or records.
- ☐ take certified sample material.
- ☐ obtain information in the form of printouts, diskettes, floppies, tapes, videocassettes, or in any other electronic mode, or through printouts. [S.2 (1)]

3. What is the Application Procedure for requesting information?

- ☐ Apply in writing or through electronic means in English or Hindi or in the official language of the area, to the PIO [Public

Information Officer], specifying the particulars of the information sought.

- ☐ Reasons for seeking information are not required to be given;
- ☐ Pay fees as may be prescribed (if not belonging to the below poverty line category).

4. What is the time limit to get the information?

- ☐ 30 days from the date of application
- ☐ 48 hours for information concerning the life and liberty of a person
- ☐ 5 days shall be added to the above response time, in case the application for information is given to Assistant Public Information Officer.
- ☐ If the interests of a third party are involved, then time limit will be 40 days (maximum period + time given to the party to make representation).
- ☐ Failure to provide information within the specified period is deemed a refusal.

5. What are the penalty provisions?

Every PIO will be liable for a fine of Rs. 250/- per day, up to a maximum of Rs. 25,000/-, for

- ☐ not accepting an application
- ☐ delaying information release without reasonable cause
- ☐ malafidely denying information
- ☐ knowingly giving incomplete, incorrect, misleading information
- ☐ destroying information that has been requested
- ☐ obstructing furnishing of information in any manner.

The Information Commission (IC) at the Centre and the State levels will have the power to impose this penalty. The Information Commission can also recommend disciplinary action for violation of the law against an erring PIO. (S.20)

II. How to file an RTI Application?

The process of filing the RTI query is simple.

Step 1

The letter asking for information must be addressed to the concerned Public Information Officer (PIO). In the following example the PIO is from the Ministry of Communications and Technology. His address is:

Shri B.B.Bahl,
Joint Director and PIO (RTI)
Office of PIO (RTI)
Room No 1016 Electronics Niketan
Department of Information Technology (DIT)

Ministry of Communications and Information Technology
 6, CGO Complex, New Delhi
 Tel: 011-24301116
 Fax: 011-24363099
 Email: pio.dit_hq@mit.gov.in

Step 2

The subject of the letter could, for example, read like this:

SUB: Request to Information Regarding the Blocking of Internet domains

SUB: Request to information regarding the acquisition of land at Chinch Bhuvan Nagpur for the proposed Mihan Cargo-hub project.

The letter could begin thus:

I would like to use the Right to Information Act to ascertain the following:

1. Has there been a directive issued by the Ministry of Communications & Information Technology to block the domains <http://www.blogspot.com>, <http://www.typepad.com> and <http://www.geocities.com>?
2. If so, why has this blanket block come into force?
3. Why have these particular domain names been specifically blocked?

Or

I own a 1500 sq ft plot of land at Chinch Bhuvan, which I am told has been acquired by the Aviation Ministry for the proposed cargo hub project. Could you please show me the notification that states this?

1. Could you tell me if the Government of India has devised any compensation plan for the land thus acquired?
2. Who is the competent authority whom we could approach?
Please give us the names, addresses, contact details of the authority appointed to handle these issues.

Note: Under the RTI Act, 2005, you are not compelled to give any reason for your application. So you can only include the questions if you like.

Step 3

Include your name and your full postal address at the end of the letter. This is extremely vital, so that the PIO can respond to your request. The information will be sent to you via post.

Step 4

Go to your nearest post office. A list of post offices accepting RTI applications is given here:
<http://www.indiapost.gov.in/rtimanual16a.html>

Step 5

Submit your application and pay Rs.10 at one of the eligible Post Offices and ensure that you get your receipt. This is once again vital as proof of your application. Make copies of your application for your future reference.

Step 6

Come home, and wait for the response. Allow 5 days for the Post Office to deliver the application to the PIO concerned, and 30 days after that for the PIO to respond to you. So within 35 days, the PIO MUST RESPOND.

Sample Form [<http://www.rtiindia.org> Page 1]

**THE RIGHT TO INFORMATION ACT 2005
APPLICATION FOR OBTAINING INFORMATION**

Date: _____

By speed Post AD

FILE NO.: _____ YEAR: _____

Central Public Information Officer
Regional Passport Office,

Place _____

1. Name of the applicant:

2. Full address [with phone No.]:

3. Particulars of information required :
as per enclosed list.

4. Details of payment of filing fees:

Indian Postal Order No. _____ dated _____ for Rs.10/
favouring —Regional Passport Officer [payable at place of
submitting application] is enclosed.

OR

photocopy of my BPL card/certificate is enclosed for exemption from fees.

5. Details of enclosures if any:

Photocopy of application dated _____ for issue/renewal of passport.

6. Please rush the information to me by speed/registered post.

Signature of Applicant

[This format is prepared by an NGO in order to help people. It can be downloaded from the sites mentioned in the chapter. However, it is not necessary that the application should be made in this format only. Any hand written or typed letter will also be accepted.]

Sample Application Letter

Example 1 :

Shri B.B.Bahl

Joint Director and PIO (RTI)

Office of PIO (RTI)

Room No 1016, Electronics Niketan

Department of Information Technology (DIT)

Ministry of Communications and Information Technology 6,

CGO Complex, New Delhi

Date: <Enter Date Here>

Sub: Information regarding the blocking of internet website domains

Dear Sir,

This is to bring to your notice that I, along with several other internet users across the country, am unable to access the following websites:

<http://www.blogspot.com>

<http://www.geocities.com>

<http://www.typepad.com>

As well as the following sub-domains:

<http://sub-domain.blogspot.com>

<http://sub-domain.typepad.com>

On asking the relevant ISPs, their users were told that these websites have been blocked under a directive of the Ministry of Communications and Information Technology, Government of India.

I would like to use the Right to Information Act to ascertain the following:

1. Has there been any such directive issued by the Ministry of Communications & Information Technology?
2. If so, why has this ban come into force?
3. Why have these particular domain names been specifically banned?
4. When will this ban cease to exist?
5. If no such directive has been issued, why are these websites being blocked?
6. Who is responsible for ensuring that Indian citizens have the freedom to access these websites?
7. If there has been a directive from the Ministry of Communications and Information Technology to block these websites, then, **considering the fact that most of the websites blocked do not contain pornography, speeches of hate, contempt, slander or defamation, or promote gambling, racism, violence or terrorism**, the question arises whether the Ministry of Communications and Information technology is violating articles 14, 19, and 21 of the Constitution of India by issuing such a directive.
8. Please provide a photocopy of all the documents relating to the questions above, including but not limited to:
 - a. The directive issued by the concerned Ministry to Internet Service Providers
 - b. The list of all the specific domain names that have been blocked
 - c. The Act under which the Government of India is empowered to block domain names in India.

I must emphasize here that these websites are used by thousands of ordinary Indian citizens to express their views, thoughts and ideas. Indian Citizens have the right to express their views freely, and to have an unhindered exchange of thoughts and ideas.

Blocking these websites universally and not allowing Indian Citizens to read any of them is tantamount to hindering the freedom of expression of thousands of ordinary Indian citizens.

I request you to kindly look into this matter. Thank you in advance for your co-operation.

Yours sincerely,
 <Name Here>
 <Address Here>
 [Courtesy : Mr. Shivam.Vij, Journalist, Tehelka]

Example 2 :

To enquire about the Status of the Passport

[Sample Form Downloaded from <http://www.rtiindia.org>

Page 2]

List of information requested by _____ under RTI ACT 2005.

Application dated _____ pertaining to his file no. _____
 and year _____ for issue/renewal of passport.

1. Please inform me about/Please furnish me with the daily progress made on my application till date of your reply.
2. Names, designations and office addresses of the officials with whom my application was lying during this period, and date wise period with each official and action taken by him/her.
3. Please give evidence of receipt and dispatch of my application in the office of each of these officials.
4. Please inform me, according to your rules or citizens' charter or any other order, the number of days in which such a matter should have been dealt with and resolved. Please also provide a copy of these rules.
5. As the officials have not adhered to the time limit mentioned in the rules and are guilty of violating these rules, please give a copy of their conduct rules and details of action taken by the RPO against erring officials.
6. In case no action has been initiated for dereliction of duties against erring officials, the reasons be made known to me.
7. Please inform me the name of the police station/dept to whom application was referred for police verification with outward number, date of dispatch and date when reply was received by you. Photocopy of letter addressed to police for verification and proof of mailing be submitted to me.
8. Please let me know when I am likely to receive my passport.
9. Please inform me of the days taken by your office in issuing/renewing passports in last 25 applications, excluding days required for police verification.
10. Please inform me of the number of complaints for delay in issuing/renewing passports that were received against your office in last one year or last financial year.

Signature of Applicant

As can be seen from both the examples, the writer must begin by stating the purpose of drafting the letter.

I. She/He must state the kind of information required and the subject of the letter in simple and clear terms.

For example:

- i) To enquire about my Provident Fund Application.
- ii) RTI query about the Admission Procedure to 11th Std.

II. This should be followed by specific questions / queries so that, when these queries are answered, a detailed picture emerges. There is no standard format in which these letters should be written. The applicant can follow the routine business letter format if s/he so desires.

However, if s/he follows the 'small query' format s/he is likely to get precise and clear information. Besides, this is a simpler method of taking up a specific issue.

For example:

I would like to use the RTI Act to know about my provident fund application/ pension file/ submission of my application for Mhada flats.

- 1. What is the current status of my application/ file?
- 2. Who is the officer-in-charge who is handling this division/ these cases?
- 3. What is the serial number of my application?
- 4. What is the procedure followed?
- 5. Please tell me the total number of applications received by the concerned authority on
- 6. How many of these applications have been processed as on.....
- 7. What is the criterion for selection?
- 8. When will I be informed of my selection/rejection?

III. Appeals:

In case the applicant fails to receive information within a stipulated period, or he is not happy with the decision he has received, he can appeal to the higher authority. The appeal has to be filed within 30 days of the receipt of the first decision. The photocopy of the response received from the previous authority must be attached. If the applicant is not satisfied with the response, s/he can subsequently go for a second appeal, which has to be made within 90 days from the receipt of the judgment of the first appeal.

You can find more information here:

<http://persmin.nic.in/RTI/WelcomeRTI.html>

<http://www.rtiindia.org>-- a complete Online Portal for Right to Information India.

Now it is possible to process your RTI application on -line. Refer to any of the sites mentioned above for RTI processing.

Tasks:

Draft RTI queries for the following situations:

- a) You have been denied admission by a prestigious college despite a high percentage of marks in your previous/qualifying examination.
- b) You had applied for an N.O.C. for a piece of land you purchased in Pune. You have made several trips to the Talati's office, but in vain.
- c) Your application for an educational loan is not processed despite your having completed all the formalities.
- d) You wish to know how the funds of the Students' Council/ Gymkhana/ N.S.S./ Ganapati festival/ Navaratri celebration are spent by the Council.



Unit-10

THE SALES LETTER

Learning objectives :

- To acquaint students with the place and purpose of the sales letter as a tool of direct marketing.
- To explain the AIDA model that the sales letter adopts.
- To enable students to draft interesting and attractive sales letters.

A. The Sales Letter

I. Introduction:

In the current scenario of an increasingly competitive commercial world characterized by rising advertising and operations costs, the sales letter forms an important and strategic tool of direct marketing. This is because the sales letter scores with its distinct advantages over direct and door-to-door sales.

The first important factor to consider is the cost. Using sales letters is much, much cheaper, as the organisation does not incur the cost of hiring space and sales personnel. It saves on the maintenance charges of the former, and the training and salary of the latter. Even taking into account the cost of designing, printing and postage, the cost to the company for the sales letter is negligible as compared to other forms of sale. Secondly, the sales letter can have an extended reach and be dispatched far and wide. It is also more focused in its target and can be directed at only a particular segment of the potential customer whom the product or service may benefit. By virtue of being a personalised letter, it can appeal to customers who appreciate a personal touch. Moreover, the reading of a sales letter can secure the reader's attention without other competitive factors such as music, TV, or actual speech, as one can read the letter at one's convenience. Companies and other commercial establishments vie with one another to compile precious consumer data banks which help in the dispatch of the sales letter, as well as other forms of sales, such as telemarketing.

A creatively well-designed and an attractively written sales letter could be a powerful tool. But drafting such a letter has its own challenges. Firstly, in this busy world with its frenetic, rushed pace, not many people have the time to go through a letter carefully. Secondly, if one is not interested in making a purchase, the best letter may be in vain. In fact, if statistics are to be believed, sales letters result in just a meagre one or two percent of readers actually

making a purchase. However, when compared to the cost of other means, it is still far economical. Lastly, since it forms unsolicited communication, it may cause irritation and impatience. It can have the same effect as 'spam' or unsolicited e-mail or unasked-for sms text messages received on mobile phones. They are simply deleted without a look, or totally discarded as 'junk-mail'.

It is therefore imperative that a sales letter be crafted with great care. Some useful tips may be borne in mind:

- i) Use the you-attitude to make it personalized.
- ii) Make it attractive and eye-catching, both in appearance and text.
- iii) Try and evoke the curiosity of the reader to ensure that it gets read.

The above objectives can be achieved in various ways. The use of colours and graphics is an important tool that cannot be dismissed. The envelope itself often succeeds in grabbing the readers' attention. The announcements of discounts, offers of free gifts or surprise items can also prove effective.

As marketing and sales form one of the very pillars on which the success of the business depends, much research and study has been carried out on consumer behaviour, especially the art of persuasion that results in purchase. Persuasion means succeeding in causing people to do something that they would not otherwise have done. A sales pitch is aimed at targeting the potential buyer's perceived need by appealing to one or more of varied factors.

Several models have been drawn up to explain the behaviour of consumers, from the moment they notice a product to the point when they actually buy the product or service. However, the most popular of them all is the AIDA model, where A denotes Attention, I, Interest, D, Desire and A, Action.

- i) 'A' - The sales letter therefore has to first and foremost arrest the attention of the reader. Apart from the use of colour and images as mentioned earlier, the letter in the introductory paragraph could also use a quotation or statistical data or a popular proverb or even pose a rhetorical question.

For example:

- i. for a self-help book: "An optimist sees an opportunity in every difficulty, a pessimist, a difficulty in every opportunity." Sir Winston Churchill.
- ii. for a savings plan: Do you know that 60% of people have no concrete plans in place for post-retirement financial needs?
- iii. for a leak-proof cement filling: A stitch in time saves nine.

- iv. for a safety house-lock: Would you neglect the safety of your house before you leave on vacation?

One of the popular ways to attract attention is also by using an unusual format, particularly the 'Hanging Indented' one (as shown in the example at the end).

ii) 'I' - To evoke the interest of a reader, one could appeal to emotion, rationality or the fear factor. The appeal to emotion is the strongest determinant. One may appeal to the emotion of love or fear. Thus, love and care of family may prompt a home-maker to buy a particular brand of healthy oil. The appeal to safety, again, may determine her choice of a water purifier. The factor of fear may be the motivating factor in selling insurance policies or a car with safety features like air-bags. Appeal to rationality will focus on the reasons why one may go in for a product. For example, the reasons why one should join a particular gym: the multiple benefits it will yield in terms of health, good physique, and confidence, all in a hygienic and pleasant ambience. To sum up, a sales letter succeeds if it makes an appeal to the 'buying motive' of the customer.

iii) 'D' - An effective sales letter will succeed in making the reader desire the product or service. This can be achieved by providing information about the benefits the product will give the buyer.

For example :

- i. This T-shirt is sure to make you stand out in a crowd!
- ii. This SIP (Systematic Investment Plan) will put all your financial worries at rest without pinching your pocket!
- iii. For a wrist watch: Be in tune with tomorrow. Be the envy of your company!
- iv) 'A' - Finally, it is imperative to ensure that the reader of the sales letter takes action at the right time. To propel the reader towards this step, companies may again make promotional offers, or offer discounts or free gifts, or tension-free delivery and service.

For example:

- i. Hop into the nearest dealer's and collect your free gift with an immediate purchase. Hurry! limited offer!
- ii. Post the reply paid card in the nearest post-box and await your surprise next week!

Example : 1

**The Personality Development Centre
27, Coronet Plaza,
Mumbai-400 030.**

15 May, 2008.

Ms. Sanaa Talwar,
6, Palm Court,
Mumbai - 400 050.

Dear Ms. Talwar,

Time once lost is lost forever!

Surely you are not just one of those youngsters who only flow with the tide? If you wish to make the most of the long post - school vacation and exciting college years ahead, you couldn't do better than join the 'Personality Plus Programme'.

This is an ideal three week course specially designed for fresh college entrants. It will help you develop confidence in speech, deportment and making presentations, thereby aiding you in making a mark in your college. This rich value-addition will not only make your college years a time to cherish, but also groom you for a corporate career.

Time and tide wait for no one. Ensure your participation in this prestigious Programme by early registration, as only a limited number of students with potential have been invited, and the seats will be filled on a first come, first served basis.

Please note that registrations will end on May 25, 2008.

Sincerely yours

(Ekta Rathi)
Director

Example : 2

SWASTHYA
The Complete Fitness Boutique
21, Pali Hill, Bandra
Mumbai 400 050.

January 3, 2009.

Ms. Nausheen Nayar,
 42, Hill Road,
 Bandra,
 Mumbai-400 050.

Dear Madam,

'Health is Wealth' is a timeless adage. The modern Indian's health is under onslaught as never before, with the pressure of the growing economy, increased competition, air, water and food pollution, and a hectic lifestyle.

"SWASTHYA" is now here to relieve you of all your health problems. From timely check-up reminders to pick-up and drop back service, fitness and nutritional experts working in tandem to advise on your specific needs, a 24 hr emergency service – all at a nominal cost for members. In addition you also get to avail of the library and recreational facilities, all in clean, hygienic, pleasant and world class ambience.

Do drop in at your convenience, for we know that seeing is believing. You may also wish to refer to some of our well known members from your neighbourhood for your own satisfaction. Since the concessional membership scheme for the 'Golden Club' offered to the '50 plus' is for a limited period only, we urge you not to trade this opportunity for a lifetime of regret!

We await your call to fix an appointment for the walk-around and demo tour.

Yours truly,

Seema Malhotra

B. Handouts or flyers, also otherwise known as pamphlets, leaflets, fliers, handbills or brochures, are an alternate way of reaching out to the public in a more cost effective manner. They refer to a single sheet of paper, folded or plain, but not bound, that is attractively designed to draw the reader's attention to a product, an event, a cause or special meeting.

Generally an A4 or A5 size paper is used. DTP or Desk Top Publishing has made it very easy for even amateurs to use these. Although for ideal designing one could call for competence and excellence in terms of colour, design, graphics and layout, it is the verbal content that one needs to consider here. Apart from readability and legibility, one needs to also know the target audience so as to effectively communicate the content or the message. While readability refers to the ease with which the text and the graphics can be deciphered, legibility looks at the clarity, or the ability to convey the intended message.

Needless to say, the text should be brief and succinct. It is not necessary that there be complete sentences; even phrases or stand alone words would suffice.

Here is an example:

The Indian Pizza Festival
Romance the Unique Delectable Blend
of
The Italian Pizza
with
The Indian Toppings
both in
Veg and Non-Veg !
at
The Mumbai Festival Only!!
An Opportunity You
Can't Afford to Miss!!!

Tasks :

1. Explain the importance and role of the sales letter as a tool of direct marketing.
2. Write a note on the AIDA model.
3. Draft attractive sales letters for the following:
 - i. Liquid gel-flo pen.
 - ii. 'Back-Packers' hiking expeditions.
 - iii. 'Instameal' : a fast-food delivery scheme.
 - iv. 'Clickflick' DVD film delivery scheme.
 - v. 'Mathemagic' : Vedic Maths classes.



Unit-11

REPORT WRITING

Learning Objectives:

- To help students to understand the importance of report writing.
- To help students to classify reports into different types such as investigative report, feasibility report and so on.
- To familiarize students with the basic techniques of drafting a business report

Introduction:

Report is a well organised representation of facts or a statement of a plan of action.

A report provides information –either sets of facts or result of an investigation. Reports are important means to facilitate decision-making, solving a problem, sharing information. A report studies generally presents the desired outcome about the future course of action. In short, report studies a problem or a situation and offers a solution to the problem. Reports are important means of upward as well as horizontal communication. Reports may be short or long, oral or written, formal or informal.

Since a report is designed to give a complete picture of what is taking place at a distance or away from the person who receives it, it must be detailed and comprehensive – it must not leave out relevant information. A good report leaves no question unanswered in the mind of the person to whom it is addressed. There are many types of reports

• Types of reports:

1. **Informational reports:** Informational Reports collect and present data for the reader. E.g. sales report, quarterly report, accident reports are investigative reports etc.
2. **Recommendations reports :** Recommendations reports recommend actions or suggest a solution. E.g. feasibility reports, problem solving reports.
3. **Analytical reports :** Analytical reports study and interpret data but do not offer suggestions or recommendations. E.g. annual reports, audit reports.

Here, we are more concerned with investigative report and feasibility report with formal written form.

- **Investigative report:** An investigate report is written as an outcome of an inquiry conducted either by an individual or a committee. An expert or experts who are impartial and neutral are authorised to investigate the cause, nature and impact of the problem and suggest ways and means of solving it as well as ensure that it does not recur in future. Accidents reports are examples of investigate reports. The reports submitted by various high-powered commissions set up by the government to inquire into scams, corruption charges, air and rail accidents are examples of investigative reports.
- **Feasibility report:** A feasibility report is written prior to an event or project undertaken by an organisation. It is entrusted to an expert or experts, those who are in a position to make recommendations for or against the proposed activity. The report is prepared and tabled before the authorities who then deliberate and decide on the next course of action.

Reports may be written in the schematic or letter format. The longer formal report follows the schematic format whereas the shorter informal report uses the letter format.

- **What a Report Usually Contains-**

Short reports which could be in the form of letters, have their contents (sometimes paragraphs) arranged in the following manner:

1. The Authority
2. Terms of Reference
3. Procedure
4. Findings and Conclusions
5. Recommendations, if any.

Detailed (longer) reports have the following arrangements:

1. A title page
2. Table of contents
3. A synopsis or summary
4. Introduction including authority and terms of reference
5. Procedure and investigation methods followed
6. Findings and conclusions
7. Recommendations
8. Acknowledgements and thanks to those who have helped.
9. Appendixes.

1. **The authority** – The authority under which the report is being written is mentioned first. Thus an individual submitting a report

must mention the person or resolution by which he has been authorised to write the report. Similarly sub-committee or committee reports mention the resolution of the board of directors by which they have formed themselves into committee.

2. Terms of reference – This section clearly spells out what aspects are to be covered by the report writers by focusing their attention on the main issue. Thus the terms of reference of a committee might be to report on poor quality of work put in by the workers in the factory. This means that the committee will have to address itself to this problem and should not stray into the field of economics or finance or the disadvantages of location, etc.

3. Procedure – Here the report writers mention the procedure they followed in obtaining their data or information. How and when they visited different places, whom they met, with whom they corresponded and the details of the questionnaires issued, if any.

4. Findings- Based on the data, facts and information collected the report writers will draw definite conclusions which are called 'findings'. The findings are summarised statements of all the data collected.

5. Recommendations- Based on the findings the report writers will give their recommendations or suggestions as to the best course of action to be followed. It is in this section that the real skill and intelligence of the report- writers is revealed.

The student should note that the five parts of the reports given above are by way of guidelines and not compulsory to all report writing. Thus a "cash-flow" report which only gives figures of amount of cash coming in or going out in a week or months will not contain "authority", "terms of reference" or "recommendations". Similarly a directors report will not contain "authority" or "terms of reference" though it may touch upon such other topics as the economy of the country or the political situation, etc.

If the report is likely to be long one, the writer should use headings or sub-titles to break up the text and to refocus the reader attention

An organisation may appoint an individual or committee to prepare a report and the format of report will be on that.

Reports written by individuals

A report written by an individual may be sent in the form of a letter. If, however, the report is likely to be a long one with several sub-titles and sections then it should be written in the form of an impersonal statement with a covering letter.

Reports by individuals must be written in the first person singular and they are of great use to the report writer himself as they enable him to give expression to his talent and ability. Reports by secretaries and experts come in this category. The report must be signed by the individual writing it. Short reports, sent by individuals, tend to be personal in nature. They involve a personal relationship and concern a personal investigation.

Committee reports

Reports written by committees or sub-committees are more impersonal in tone and formal in phraseology. They usually contain phrase like “the committee came to the conclusion” or “the committee was of the opinion” the report is signed by the chairmen on behalf of the committee or by the members of the committee themselves, if they are not too many. While drafting such reports care should be taken to see that

If any member of the committee has dissented from the general opinion of the committee a NOTE OF DISSENT, containing that member’s views is attached to the report. As committees in the business world, which submit reports are not political bodies, no importance is attached to unanimity. Indeed a committee member who expresses dissent often gives the authorities a clearer picture.

• Example of investigative report (committee)-

Date:

The Managing Director,
Washing Machine Company,
Vikhroli East,
Mumbai 400 024

Subject- Report on the causes of decline in the sales of washing machine

Dear Sir,

This is in response to your letter asking me to find out the reasons for decline of the sales of the company’s washing machine.

I am happy to inform you that I have probed into the matter and compiled this report for your perusal.

I interviewed 30 customers who had purchased washing machines in the month of December and also studied the complaint letters received from the customers.

The customers were found to be unhappy mainly for the following reasons:

1. The machine made a lot of noise
2. The outlet pipe became loose too often, spilling water all over
3. Not taking water through pipe
4. The steel body of the machine rusted in short period of time

In order to find out if these complaints were specific to machines produced under a specific batch, I looked at all the complaint letters received by the company and realised that was not the case. Complaints against machines purchased within last three months were similar in nature.

It seems that product design is defective and needs urgent rectification. Once the product design is improved, the company will have to focus on an advertising and publicity campaign to regain its lost image, as well as the trust of the customers.

Giving additional incentives to retailers can help promote the machine and improve sales.

With regards

Report of the committee on student's participation in co-curricular activities.

1. Authority and Terms of reference:

A committee was appointed following the resolution passed by the local managing committee in its meeting held on 20 Dec 2020 "resolved that a committee be and is hereby formed to look into the reasons behind lack of participation in various extra-curricular activities organized by the college. The committee would submit its report to the principal of the college by the 26th Jan 2021.

2. Procedure:

The committee met twice to formalize the procedure. A questionnaire was formulated to be administered to the students. The committee collected the exact number of students who participated in each of the various extra-curricular activities organised by the college during this year and previous year.

3. Findings:

After collecting data and comparing the figures obtained over two years, the committee arrived at the following conclusions:

- Students interest in these activities was decreasing
- Majority of the students had enrolled either for professional courses, or tuition classes, or had jobs.
- Participation in sport meant rigorous practice, for which they had no time.

4. Conclusion:

Students are not interested in extra-curricular activities. They have neither the time nor the inclination to participate in such activities.

5. Recommendations:

Considering that extra-curricular activities are necessary for overall personality development, the sub-committee recommended the following measures:

- Creating awareness among students about the importance of extra-curricular activities
- Projecting such activities as stress busters.

Place-

Date-

Signature

Chairman,

Secretaries,

Members.

• Examples of investigative report (individual)-

25 March 2020

The Principal
_____ College Mumbai

Subject-Submission of Report on Students 'Grievances

Dear Madam,

As the General Secretary of the Students 'Council, I was asked, in the meeting held on 20 March 2020 to study complaints from the students and submit a report within 15 days, making suggestions to the Grievance Committee. I am glad to inform you that I have successfully completed the scrutiny of complaints and here is the report. There were 15 complaints in July and August, which were sorted and categorized as follows:

- i) A majority of the complaints, fifteen in all, were about the functioning of the library. Since there were only two computers in the library, majority of the students could not avail themselves of the internet facility.

- ii) The complaints were also about the space available in the library. According to the complainants, the reading room in the library could not accommodate more than 150 students at a time. More space was needed to accommodate larger number of students.
- iii) Five complainants specifically said that the library staffs were unnecessarily hostile towards the students.
- iv) Students were dissatisfied with the marks given to them in the subject of Economics.

Conclusion: Students were dissatisfied largely with the library services, functioning of the office and the examination committee. As a representative of students, I would like to suggest the following:

1. Management should take note of the complaints and act on them.
2. College should make provision for more computers.
3. The office staff should be more efficient and student friendly.
4. Students who have serious grievances regarding examinations should be called personally, and an interactive session,

The chairman of the examination committee and the students should be organized to resolve the matter. I sincerely thank you for giving me this opportunity to look into the matters that concern students.

Yours faithfully,

**• Examples of feasibility report-
Report of the subcommittee on feasibility of a Smart Card
service by BEST for regular commuters.**

The Chairmen,
BEST committee

Dear Sir,

Sub- Report on improvement of BEST services.

In association with the instructions contained in resolution of the BEST committee, held on____, the signatories of the accompanying report studied and considered the feasibility of improvement of existing BEST facilities.

As the chairmen of the committee, I am pleased to submit this report and request you to place it before the managing committee for their consideration.

Yours faithfully,

(General Secretary)

1. Terms of Reference: A committee comprising of the following members was formed in accordance with the resolution passed in the Annual General Meeting of BEST held on....., to look into the feasibility of introduction of smart cards for commuters availing themselves of BEST services. The subcommittee was asked to present its report by 28 February 200—

2. Procedure: The subcommittee met on 3rd, 4th and 5th March and decided to adopt the following course of action: a. Get feedback from commuters b. Identify routes that would be covered under the scheme c. Decide on the modalities — amount to be charged, the schemes to be offered, outlets for the distribution of cards, and the details for application.

3. Findings:

- i. Most commuters welcomed the idea of having a smart card; it was perceived as a convenient alternative for daily payment.
- ii. The BEST employees like conductors and depot managers welcomed the move and showed willingness to adapt to this new way of transaction.
- iii. They felt that this move will help BEST to project an image as a commuter-friendly service.
- iv. Administration showed willingness to make smart cards available to commuters in a month's time.

4. Conclusion: The committee concluded that the move to introduce smart cards would benefit both the public as well as the BEST services, and that such a scheme should be introduced without further delay.

5. Recommendations:

- i. Proper publicity of the scheme before its introduction.
- ii. Organizing proper training to depot-managers to be able to provide information to commuters.

Example - Report on improvement of college Canteen facilities

Flat 101 Sharad chs
Wadala east
Mumbai
The principal,

Anthony College
Sion east

Dear Sir,

Sub- report on improvement of college canteen facilities

In association with the instructions contained in resolution of the college council committee, held on 5th march, the signatories of the accompanying report studied and considered the feasibility of improvement of existing canteen facilities offered in the college.

As the chairman of the committee, I am pleased to submit this report and request you to place it before the managing committee for their consideration.

Yours faithfully,

(General Secretary)

I. Authority and terms of reference:

In accordance with the instructions contained in resolution of the college council committee was appointed to study and consider improving the canteen facilities offered in the college.

II. Resolution:

That a committee be formed to study and consider improving the canteen facilities offered in the college

That the committee would consist of following members-

- 1) _____,
- 2) _____,

III. Procedure :

The committee visited four well-established colleges of Mumbai to study the facilities provided by them. During the visit the Principals, General Secretaries and Health Inspector were also interviewed.

A meeting to the staff and the student's council of our college was held where the matter were discussed in detail.

The members of the college council committee were met and their views noted.

A random survey was conducted of students from classes to get their views and suggestions on the topic.

IV. Findings:

The existing canteen offers limited food variety,
 There is no permanent chef who can make different dishes,
 At a time only 50 students can have food in the canteen,

V. Recommendations:

The committee is of the view that the time is right to improve the existing canteen facilities offered in the college-

- 1) Health fund to be granted by the college council committee should be used.
- 2) Canteen capacity should increase to 150 students minimum.
- 3) Need to hire a professional chef and some workers for maintenance of the canteen

Place: Wadala, Mumbai

Date: 23rd march 2020

Example – Report about the possibility of starting hobby courses in the institute.

New Delhi

Date _____

The director
 The institute for Secretarial Services
 University of Delhi
 Delhi

Dear Sir,

Sub- Report about the possibility of starting Hobby Courses in the institute

I have been assigned the task of submitting report about the possibility of starting “Hobby Courses” during summer vacations in the institute. Accordingly, I beg to submit my report on the subject. The two Hobby Courses viz. Secretarial Practice and Tourism may easily be started at the institute for duration of 3 to 4 weeks during the summer holidays because of the following reasons:

- 1) That a large number of students in Delhi are available who may take up the aforesaid two courses. I have collected the data and it is expected that there would be no problem in giving admission to about 250 students for these courses. Four groups may easily be formed.
- 2) That the faculty members may also be available. The concerned lectures would be available for conducting these courses and they have also consented to take up classes during the summer

vacation. Their consent, in writing, to this effect has been obtained and enclosed with.

- 3) That the details about the additional income from fees and the expenditure are given in the statement enclosed herewith. A perusal of the said statement would reveal that the institute will have an additional surplus of income over expenditure amounting to Rs.1000 from the summer vacation hobby courses.
- 4) That the matter has also been discussed with the principal of the institute and he has kindly given necessary permission for conducting the aforesaid courses.

In my opinion, there is every possibility of starting hobby courses during the summer vacation. Where, on the one hand, it will give a surplus net income to our Institute, on The other hand, there will be the best utilisation of vacations from the students' point of view.

Yours faithfully,

Sd/-

Questions –

- a. A committee has been formed to investigate the possibilities of starting a co-operative store in your college. Draft the report of the committee with favourable recommendations.
- b. The principal has received several complaints about poor service in the college canteen. A committee has been formed to study and give suggestions to improve the situation. Draft the committee's report.
- c. As the General Secretary of the Student's Council, you have been asked by the principal to prepare a report on the performance of students at various inter-collegiate cultural events. Submit your report along with recommendations.
- d. As the Secretary of the Gymkhana, you have been asked by the Principal to draft a report on poor participation of students in sports events.
- e. As the General Secretary of the Students Council, you have been asked by the Principal to prepare a report on the recently conducted 'Personality Development' programme. Submit your report with recommendations.
- f. As the secretary of the Gymkhana, you have been asked by the Principal to prepare a report on the recently conducted 'Athletics Camp' in the college. Submit your report with recommendations.



Unit-12

SUMMARISING TEXT

Learning objectives :

- To familiarise students with the technique of summarisation.
Writing good summaries

I. Introduction :

The word 'summary' is defined by the Oxford Advanced Learner's Dictionary as "a short statement that gives only the main points of something, not the details". It means a short synopsis or outline of the important ideas and points of the passage. The summary should read like a piece of continuous writing, with a sequential arrangement of ideas expressed in it and a clear reflection of the main and sub-points. It should, however, be borne in mind that the comments, opinions and views of the summary writer must be avoided at all costs. The summary must deal with only the views of the writer of the passage that is being summarised.

Summarising text requires the ability to identify the main argument of the passage and to reproduce the points in one's own style of writing with a sound logical sequence. This skill is helpful in summarising excessive information, lengthy reports, articles and books, etc. to isolate the fundamental ideas which are of significance without missing any points. It is easy to pick out the main argument in passages that are argumentative, analytical or informative in nature. When the passages are lengthy and contain more than one paragraph, it would be a good idea to note down the topic sentence of each paragraph in one's own words. This will help in preparing the summary. Generally, the main argument is in the form of a general statement that is supported by examples, data, numbers, figures, etc.

Points to keep in mind while writing a Summary :

- a] Read the passage carefully first and note down the main
- b] Note down the topic sentence for each paragraph (if the passage consists of many paragraphs) or the sub-points being made.
- c] Write out the first draft based on the key points that have been jotted down.
- d] Compare the draft with the original passage to check for any omissions, deletions, additions, irrelevancies, etc.

- e] It would be a better idea to use one's own vocabulary as it will help in rephrasing the points in simpler terms.
- f] While preparing the second draft, rewrite the first draft to form a logical piece of writing. Be concise and eliminate repetition.
- g] Write out the summary neatly without any errors of spelling or grammar. Here are a few examples to help you understand the technique of summary writing:

Example 1

Peer pressure is probably the worst enemy of the parental purse. My friend Ravi and his wife Maya were having trouble with their 12 year-old son, Rohan. The boy seemed incapable of delaying his gratification: he had to have everything now. He lacked confidence, and because of peer pressure, he wanted everything his friends got—not just toys, but also more expensive stuff, like clothes, mobile phones and other things. Rohan apparently thought his parents were very rich, with an unlimited reservoir of money.

At a loss to deal with this, Ravi and Maya sought my help, and we ended up having a lengthy discussion on financial literacy for kids. Rohan is hardly a 'problem child' where financial literacy is concerned; it is an issue with a lot of children who are exposed to affluence at a tender age. Perhaps the main reason for this is the lack of clear communication about money. Often, all a child has to do to get parents to part with money is to ask for it. Parents should talk to their kids about money as comfortably as they talk about cricket or a trip to the mall. Children need to understand what their parents do for a living, and not harbour the illusion that money grows on trees.

Financial literacy basically means having a solid understanding of how to get money, spend it wisely, and handle credit. It means being able to distinguish between good, bad and ugly debt, and to live on a budget. It means protecting what you have, through insurance. It means understanding the kinds of risks you're exposed to, how best to mitigate them, and how to invest. And last but not the least, it means understanding how to use your money for the betterment of the world.

[Excerpts from Amar Pandit's, (Director, My Financial Advisor. www.timesyourmoney.com) article in TOI, Sept 2008]

II. Analysis:

What is the paragraph about?

The paragraph is about Financial Literacy. It is about the need to make children financially literate.

What is the topic sentence?

Financial literacy basically means having a solid understanding of how to get money, spend it wisely, and handle credit.

What is the purpose of the first paragraph, where Maya's and Ravi's son's example is given?

The example is given to illustrate the key point why parents need to make their children financially literate.

The Key Idea : Financial literacy basically means having a solid understanding of how to get money, spend it wisely, and handle credit.

Supportive point 1: It means being able to distinguish between good, bad and ugly debts, and to live on a budget.

Sub-Point 2: It means protecting what you have, through insurance.

Sub-Point 3: It means understanding the kinds of risks one is exposed to, how best to mitigate them, and how to invest.

Sub-Point 4: And last but not the least, it means understanding how to use your money for the betterment of the world.

Illustration: Maya, Ravi, and Rohan's example illustrates the problem of - peer pressure, Lack of financial awareness in children and parents' helplessness in handling problems arising out of it.

Conclusion: There is need for clear communication between parents and children regarding money.

Let us summarise the paragraph now :

1. Main Point : Parents should make their children financially literate.

- **Problem:** How to handle children's unreasonable demands?
- **Reasons :** Children have no idea where the parents' money comes from.
- Peer group pressure impels children to make demands on
- parents which they feel parents are obliged to fulfill.
- Children are ignorant about matters relating to money.

Solution : Parents must talk money with their children.

Summary:

Educating children on the all aspects of the family's finance is the need of the hour. Parents are at a loss while dealing with their children, who under peer pressure, keep demanding things

from them. Making children realise the value of money, helping them to prioritize their needs, teaching them to spend the money wisely is the responsibility of parents. There is, therefore, a need for clear communication between parents and children regarding money.

Example No. 2

The tragedy of India is that instead of seeing what's wrong with us and taking steps to correct it, we indulge in hysterics and look for scapegoats. Right now, everyone's busy blaming the coach and the captain. But India has a long record of playing badly away from home, which precedes both Rahul Dravid and Greg Chappel. So why single them out?

The real problem, I believe, lies with the system. Not just cricket, but in virtually any walk of life, we are unwilling to put in hard work and live with discipline. Other countries are so neat, clean and well-organised but Indian cities are in a mess, because we are simply not willing to respect rules. We can succeed, not just in cricket, but in everything else if only we follow four basic principles: strictly adhere to meritocracy, be willing to work hard, adopt global best practices in training and follow absolute discipline.

We need to pick the best guys available, based purely on merit and no other considerations. And the same applies to the coach. People keep asking whether we need a foreign coach. I don't think that's an issue at all. We should ask, who is the best guy for the job? Whoever it is should get it.

Next, once you have given someone a mandate, let him implement it without interference. At Infosys, we have our debates, arguments and discussions before it's decided who'll be responsible for something. Once it is decided that X is the boss, all arguments stop and everyone rallies behind him. We shouldn't be undermining the coach by trying to second-guess him.

I know 'process' has become a much-mocked term, but at Infosys, we firmly believe in following processes and it's always worked for us. If Chappell's process didn't work, maybe it was not followed properly, or he wasn't allowed to implement it in full. I have read that some senior players were allowed to get away with indiscipline and that's totally unacceptable. No matter how big a star you are, if you're disruptive to the team, you need to be shown the exit. Never mind if we lose a few matches. If you follow the correct process, positive results are bound to eventually follow.

Frankly, I don't think having a coaching camp for a few days helps. I'd suggest that we pick the 30 guys who we believe are the

best in the country. They should all be given good salaries by BCCI and closeted in a hi-tech training centre round the year. Rotate them so that even if 15 are playing a series, the other 15 are training.

Ensure that everyone gets to train intensively during the year. Follow best practices from around the world, give the players the best facilities and make them work really hard – eight hours a day. If anyone refuses to practice or follow the rules, axe him immediately. Follow these principles and you are bound to have a world beating team.

[Narayan R. Murthy, TOI, Sept., 2008.]

- What is the write up about?
- Establishing the right system/ process and following it rigorously is absolutely essential if one wants to win / succeed / good results / is a key to success.
- What are the examples given that support the main idea?
- Examples of Greg Chappel and his system, and practices followed at Infosys.

Summary:

If one wants to win one must evolve a system that delivers the results and follow it rigorously. Such a system must be based strictly on merit, hard work, absolute discipline, and be open to adopt the best global inputs. When a system fails to deliver, instead of finding scapegoats like Greg Chappel to put the blame on, one must take immediate corrective steps by analysing what has gone wrong with the process. Putting the correct process that delivers the results in place is the key to success.

Here are some passages that you can try and work on yourself:

Passage 1

Some scraps of evidence bear out those who hold a very high opinion of the average level of culture among the Athenians of the great age. The funeral speech of Pericles is the most famous indication from Athenian literature that its level was indeed high. Pericles was, however, a politician and may have been flattering his audience. We know that thousands of Athenians sat hour after hour in the theatre listening to the plays of the great Greek dramatists. These plays, especially the tragedies, are at a very high intellectual level throughout. There are no letdowns, no concessions to the lowbrows, or to the demands of 'realism', such as the gravediggers' scene in Hamlet. The music and dance woven into these plays were almost certainly at an equally high level. Our opera – not the Italian Opera, not even Wagner, but the restrained, difficult opera of the eighteenth century – is probably the best modern parallel. The

comparison is no doubt dangerous, but can you imagine the entire population of an American city (in suitable instalments, of course) sitting through performances of Mozart's Don Giovanni or Gluck's Orpheus? Perhaps the Athenian masses went to these plays because of lack of other amusements. They could at least understand something of what went on, since the subjects were part of their folklore. For the American people, the subjects of grand opera are not a part of their folklore.

- i) What is the main idea of the passage?
- ii) Are there any examples to substantiate the main idea?
- iii) What are the sub-points to the main idea?
- iv) What comparison between two cultures is drawn in the passage?
- v) Based on your answers to the above questions, attempt a brief summary of the above passage.

Passage 2

To a philosopher, wisdom is not the same as knowledge. Facts may be known in prodigious numbers without the knower of them loving wisdom. Indeed, the person who possesses encyclopaedic information may actually have a genuine contempt for those who love and seek wisdom. The philosopher is not content with a mere knowledge of facts. He desires to integrate and evaluate facts, and to probe beneath the obvious to the deeper orderliness behind the immediately given facts. Insight into the hidden depths of reality, perspective on human life and nature in their entirety, — in the words of Plato, to be a spectator of time and existence — these are the philosopher's objectives. Too great an interest in the minutiae of science, may, and often does, obscure these basic objectives.

Philosophers assume that the love of wisdom is a natural endowment of the human being. Potentially every man is a philosopher because in the depths of his being there is an intense longing to fathom the mysteries of existence. This inner yearning expresses itself in various ways prior to any actual study of philosophy as a technical branch of human culture. Consequently, every human being, insofar as he has ever been or is a lover of wisdom, has, to that extent, a philosophy of life.

- i) State the main argument of the passage.
- ii) Are there any sub-points?
- iii) What is the writer's essential point of view?
- iv) In your own words write out the topic sentence of paragraph 2.
- v) With the help of the above, attempt a brief summary of the passage.



APPENDICES

I

I. Objective Questions : [I term Portion]

1. The word communication is derived from the Latin word, which means
2. Feedback is the given by the to the
3. The process of putting the message into a set of symbols is known as
4. means interpretation of the message.
5. is the mode of transmission of a message.
6. In messages are sent from superiors to subordinates.
7. Inviting employee-feedback is the objective ofcommunication.
8. Communication between peers ,or colleagues, or persons belonging to comparable status is known as
9. Horizontal communication is also known as
10. Orders and instructions are the objectives of
11. Morale is defined as
12. Motivation means
13. Persuasion is the art of
14. is the informal type of communication in the organisation.
15. An E mail is of communication.
16. Voice mail means.....
17. Intranet is.....
18. One of the major advantages of written communication over oral communication is
19. One of the major disadvantages of oral communication is
20. The term Non-verbal communication stands for
21. The long form of w.w.w. is
22. The word barrier means
23. Semantic barriers are also known as
24. Psychological barriers are.....
25. Environmental barriers are also known as
26. The inside address is the address of
27. In full block form the arrangement of all the components of a business letter is to the
28. Courtesy means.....
29. You attitude means.....
30. Listening means
31. Proxemics is a study of
32. Kinesics is the study of
33. Control over personnel and order are the objectives of channel of communication.

- II. A. Which one the following is correct?
- a) Yours Sincerely c) Your's sincerely,
 - b) yours sincerely d) your's sincerely,
 - e) Yours sincerely,
- B. The 'You Attitude' implies
- a) thinking and writing from the sender's point of view
 - b) thinking and writing from the reader's point of view
 - c) thinking and writing from the organisation's point of view
- C. 'Distracting sounds, uncomfortable seating arrangement' are examples of
- a) physical barriers b) physiological barriers
 - c) psychological barriers
- D. In order to be understood, an oral communication should be
- a) legible b) audible
 - c) eligible
- E. Hearing disorders that interfere with the process of communication fall under
- a) psychological barriers b) physiological barriers
 - c) physical barriers
- F. Warning an erring employee is an objective of
- a) Horizontal Communication
 - b) Upward Communication
 - c) Downward Communication
- G. Persuasion means
- a) giving instruction to the receiver
 - b) informing the receiver
 - c) making an effort to influence the mind of the receiver
- H. Open Day is a feature of
- a) upward communication b) downward communication
 - c) horizontal communication
- I. Grapevine is a...
- a) the most reliable communication network
 - b) an official network
 - c) a personal network
 -in an organization
- J. Advice and Counselling are features of
- a) upward communication
 - b) lateral communication
 - c) downward communication



II

PHONOLOGY AND VOCABULARY

Students are aware that ability to pronounce words correctly has become a necessity. A job seeker, battling with the influence of mother tongue, finds it even more imperative that he is acquainted with the commonly understood and acceptable pattern of pronunciation. In this chapter students are acquainted with the pure vowel sounds in English.

I. PHONOLOGY :

Look at the following words : Cat, Call, Casino, Case. They have the vowel letter “a” in common. But in each word = a = is pronounced differently. In English, a,e,i,o,u—the five letters of alphabet represent 12 vowel sounds and 8 diphthongs. Following are the phonetic symbols for the vowel sounds in English.

CONSONANTS			VOWELS			DIPHTHONGS		
	Symbol	Key word		Symbol	Key word		Symbol	Key word
1	/p/	Pen	1	/i:/	Sheep	1	/ei/	Make
2	/b/	Back	2	/i/	Ship	2	/əʊ/	Note
3	/t/	Tea	3	/e/	Bed	3	/ai/	Bit
4	/d/	Day	4	/æ/	Bad	4	/aʊ/	Now
5	/k/	Key	5	/ɑ:/	Calm	5	/ɔ:/	Boy
6	/g/	Get	6	/ɒ/	Pot	6	/!ə/	Here
7	/tʃ/	Cheer	7	/ɔ:/	Saw	7	/eə/	There
8	/dʒ/	Jump	8	/ʊ/	Put	8	/ʊə/	tout
9	/f/	Fat	9	/u:/	Boot			
10	/v/	View	10	/ʌ/	Cut			
			11	/ə/	About			
			12	/ə:/	earth			

I. Pure Vowels or monothongs :

1. /i/ sit, gift, bliss, knit, swift
2. /i:/ fee, receive, teacher, feat, fever
3. /e/ let, elder, sweat, pen, head
4. /æ/ man, tap, clap, flatter, chapter
5. /ɑ:/ fast, father, heart, alarm, smart
6. /u/ put, foot, look, book, good, should, would
7. /u:/ food, tooth, suit, do, loose
8. / / pot, slot, box, bottle, cod, not
9. / / bought, short, bond, caught, sought
10. / / but, cut, shut, shrug, slug
11. / / about, allow, away, apart
12. / / bird, curds, third, mirth,

Diphthongs: A diphthong literally means 'two vowels' or 'gliding vowels'. It is a unitary vowel, which glides from one vowel to another in rapid speech.

There are in all eight diphthongs in English.

1. /ei/ gate, eight, great, day, play
2. /ai/ fine, five, time, shine height
3. /oi/ boy, ploy, toy, joy, employ
4. /ou/ go, soul, hold, fold, know
5. /au/ how, loud, proud, house, bow
6. /ie/ sheer, dear, theory, mere, fear
7. /u / sure, fluent, poor, cure, tour
8. / / dare, fare, fair, chair, there, heir.

III. Let us group words according to vowel letters.

- | | | |
|------------------|------------------|----------------|
| 1. a. /ae/in fan | 2. e. /e/ in let | 3. I i/in sit |
| /e/ in any | /i:/ in complete | /i:/ in marine |
| /a:/in farther | /a:/in clerk | /ai/in fine |
| / / in alone | / / in cover | |
| /ei/in pace | | |
| / / in fall | | |
| 4. o / / in hot | 5. /u/ in put | |
| /u/ in wolf | / / in but | |
| /u:/in lose | / / in up | |
| /ou/in go | / / in hurdle | |
| /i/ in women | | |

Exercise:

a) Identify 6 words in the following list which have similar vowel sounds.

tight, hard, bird, tall, late, meet, fate, first, boy, height, all, knead

- | | |
|-----------|-------|
| i | |
| ii | |
| iii | |
| iv | |
| v | |
| vi | |

b) From the following list pick out 4 pairs of words with similar vowel sounds. Ignore the extra words.

hold, hit, house, hot, have, head, heel, hint, spouse, feed, blip, cold, spot doll, play, mad.

- | | |
|-----------|-------|
| i | |
| ii | |
| iii | |
| iv | |

II. VOCABULARY

Vocabulary: WORDS LIKELY TO BE CONFUSED AND MISUSED
[Words that are similar in form or sound, but different in meaning.]

1. All ready: prepared. Dinner is all ready.
Al ready: by the time. It was over al ready.
2. All right = satisfactory. His performance was all right.
Alright = variant spelling.
3. Accede : consent, I cannot accede to your request.
Exceed : surpass, His expenditure exceeds his income .
4. Accept : to receive with favour. I accept your offer.
Except : to omit or exclude. Excepting the last term, I shall accept the contract.
5. Access : approach or admission. =A poor man has no access to the King.
Excess : more than enough. He smokes to excess.
6. Adapt : to make suitable; to adjust properly. We must adapt ourselves to changing circumstances.
Adopt : to accept and approve. They adopted a child. He adopted my scheme.
Adept : One who is skilled. He is an adept at painting.
7. Advise : (Verb). Please advise me what to do.
Advice : (Noun). He paid no heed to my advice.
8. Affect : (1) to influence. Bad weather affects her health.
(2) to pretend.
Effect : (1) Verb. The prisoner effected (made) his escape.
(2) Noun. What will be the effect (result) of this?
9. Allusion : an indirect reference. If your allusion is to any woman present here, please name her.
Illusion : an imaginary appearance. A mirage is an optical illusion.
10. Altar : a place for offerings. The pious old man bowed before the altar.
Alter : to change. Nothing can alter my decision.
11. Antic : foolish behaviour.=We laughed at her antics.
Antique : valuable object. It is an antique piece.
12. Ascent : going upwards. The balloon is on the ascent.
Assent : agree; consent, I cannot give assent to your proposal.

13. Bail : security. He was released on bail.
Bale : bundle, Fifty bales of cotton were burnt.
14. Berth : a sleeping place in a train or on a ship. I got a berth reserved for me in the first class compartment .
Birth : She gave birth to a child.
15. Bear : endure. I cannot bear this insult.
Bare : uncover. She bared her soul to her friend.
16. Born : (Past Participle of bear). He was born on Tuesday.
Borne : carried. The message was borne to her.
17. Canon : rule. Every nation has its own canons of morality.
Cannon : a large gun. Cannon to the left of them, cannon to the right of them.
18. Canvas : a kind of coarse cloth. Shoes made of canvas are not durable.
Canvas : solicit votes. Will you canvass votes for me?
19. Casual : occasional; irregular. Casual reading is better than no reading.
Causal : relating to cause. The causal connection between food and health.
20. Censor : to subject to an official examination. The news is censored.
Censure : to criticize adversely. They censured her conduct bitterly.
21. Cession : the transfer of territory by one country to another.
Nothing short of the cession of the territory would satisfy the invader. Cession= ceasing
Session : a term or a meeting period, as of a court, a legislature, or any organized assembly. The winter session of the Assembly is over.
22. Cite : to quote. He cited verses from the Bible.
Site : a place chosen for some special purpose. The site for the school building was selected by the Headmaster.
Sight : view. A horrible sight met our gaze.
23. Coarse : rough. He wears coarse clothes.
Course : direction. She has taken a wrong course (path).
24. Compliment : regard. Tender my best compliments to your wife.
Complement : that which makes up. My work complements Mr. Gupta's.

25. Confidant : one who is trusted with a secret. My confidant betrayed me.
Confident : sure. She is confident of success.
26. Council : an assembly for conference or deliberation. He is a member of the Social Welfare Council.
Counsel : (1) to advise and instruct : Fathers usually counsel their sons against excess. (2) advice; a legal adviser or advocate. He has engaged a counsel to defend him in the High Court.
27. Childish : is used in a bad sense and suggests silliness, foolishness, and weakness. Your talk is becoming childish.
Childlike : is used in a good sense and suggests innocence, simplicity, and trustfulness. Her childlike innocence appealed to all.
28. Conscious : aware. She is conscious of her faults.
Conscientious : obedient to conscience; scrupulous. He is a conscientious worker and always does his duty.
29. Contemptuous : showing contempt of; scornful. She gave a contemptuous reply.
Contemptible : deserving contempt; despicable. He is a contemptible fellow who does good to no one.
30. Continual : always happening; recurring. There was continual rain. We were continually uninterrupted.
Continuous : uninterrupted in time or sequence. He worked continuously from morning till night.
31. Credible : believable. His report of the accident is credible.
Creditable : estimable; that which deserves praise or honour. She has done a creditable piece of work.
Credulous : applies to persons who believe things too readily. The credulous youth believed in the existence of ghosts.
32. Draft : preliminary written outline. Where is the draft of the Agreement?
Draught : /dra:ft/ the quantity drunk at a time. As in draught of wine.
Draught : /dra:ft/ current of air . As in draught of air.
Drought : /draut/ prolonged absence of rain. owing to the draught a famine was feared.
33. Decent : well-behaved and respectable. She is a decent girl.
Descent : derivation; slope, Her descent from a noble family was also taken into account. The journey down the descent was easy.

Dissent : disagreement. Murmurs of dissent were heard at the meeting.

34. Deference : respect. Treat your elders with deference.
 Difference : —There is a great difference between these two statements.

35. Defy : challenge. He defied all authority.
 Deify : worship. The leader was deified by the people.

36. Dependant : person supported, esp, financially by another.
 Be kind to your dependants.
 Dependent : rely. =He is dependent on his wife.

37. Disease : illness. Consumption is not a fatal disease.
 Decease : death. A severe disease may cause decease.

38. Dual : double. I do not believe in this dual policy of the Government.
 Duel : a combat between two men. He fought a duel in his youth.

39. Dying : (the Present Participle of die). People are dying of disease every day.
 Dyeing : (the act of colouring). This laundry does cleaning and dyeing.

40. Elicit : draw out. I could not elicit any truth from her.
 Illicit : unlawful. Those who carry on illicit trade in opium are liable to be prosecuted.

41. Elude : to escape. He cleverly eluded the police.
 Allude : to refer to. Which is the woman you alluded to in your speech?

42. Emigrant : a person who leaves one country to take up residence in another. The Irish emigrants settled in Canada.
 Immigrant : one who comes to one country from another to live there permanently. Most of the Americans are English immigrants.

43. Eminent : prominent. He is an eminent doctor.
 Imminent : It applies especially to danger or misfortune that threatens to happen immediately. She was saved from imminent death.

44. Its =belonging to: Its like a cat chasing its own tail.
 It's =it is. It's a long journey.

45. Farther : actual distance or extension in space. It is farther from Delhi.
Further : additional They discussed the matter further.
46. Fare : price of journey on public transport.=What is the railway fare from Delhi to Bombay?
Fair : fine or favourable The weather is fair. ; Just. Her dealings are fair. not dark. As in fair complexioned.
Beautiful [archaic]; transcript free from corrections. As in a fair copy.
47. Hoard : store. Do not hoard grains in times of war.
Horde : (a wandering tribe). Wandering hordes attacked villagers huts.
48. Honourable : worthy of honour. The Prime Minister was an honourable man.
Honorary : holding office without receiving any salary. He was an Honorary Magistrate.
49. Human : relating to man. Human nature cannot stand such insults.
Humane : sympathetic; tender-hearted. The humane treatment of prisoners is now advocated by all.
50. Ingenuous : artless; frank; plain. The ingenuous talk of the child impressed us all.
Ingenious : skilful. He is an ingenious mechanic.
51. Jealous : He is jealous (envious) of my reputation.
Zealous : ardent; enthusiastic. She is a zealous worker in the cause of Harijan welfare.
52. Industrial : relating to industry. There has been much industrial development in India.
Industrious : hard-working. An industrious man cannot starve.
53. Judicial : applies primarily to judges and formal judgments.
Judicial decision are all in her favour.
Judicious : sensible; prudent. He made a judicious selection of books.
54. Lovable : worthy of love; inspiring love. She is a woman of lovable nature .
Lovely : beautiful; charming. The lovable girl plucked a lovely flower.
55. Legible : capable of being read. She writes in a legible handwriting.
Eligible : fit to be chosen. He is eligible for the post.

56. Loose : to unfasten. not tightly held. Loose this knot, please.
 Loose : morally lax. It was assumed that she is a person of loose character.
 Lose : cease to have. Don't lose your purse.
57. Metal : Platinum is a precious metal.
 Mettle : spirit; courage. I will put your mettle to the test.
58. Order : command. An order must be obeyed.
 Ardour : fervour; zeal. He is full of youthful ardour.
59. Practical : is opposed to theoretical; functional; realistic. Your scheme does not appeal to practical minds.
 Practicable : that can be done. Her scheme was not practicable. Space communication has proved to be practicable.
60. Precede : to go before. Study should precede teaching.
 Proceed : to continue. Let us proceed with the work.
61. Precedent : previous case taken as example for subsequent cases justification. There is no precedent for this.
 President : one who presides at a meeting. The President delivered his speech in Hindi. President= Head of the Country.
62. Principal : chief of the college, important, main. These are the principal languages of the world. The Principal of the college is a very strict person. [A sum of money is also called the principal as distinguished from the interest.]
 Principle : law; rule; maxim. Our Principal is a man of high principles.
63. Raise : to lift. She raised her head to see what was happening.
 Raze : to completely destroy. The building was razed to the ground.
64. Refuge : shelter. He took refuge in an old house.
 Refuse : (1) worthless stuff. The refuse must be burnt.
 (2) not to accept. She will refuse a gift from you.
65. Right : correct. He knows the right use of words. All right with the world. Might is right. That is a fault that will right itself. It belongs to him by right. [Legal entitlement]. God defends the right.
 Rite: a religious or solemn ceremony. His funeral rites were performed yesterday.
66. Route : road; path; course. This was the route taken by the traveller.
 Rout : the defeat of an army. The Germans put the English army to rout (utterly defeated).

Root : source or origin. Love of money is the root of all evil.

67. Spacious : roomy. This is a spacious house.

Specious : plausible but wrong ; fair or right on the surface.

I do not believe in specious arguments.

68. Stationary : fixed. The Pole Star is stationary in the heavens.

Stationery : writing-materials. He deals in stationery.

69. Sensible : of good sense; reasonable.

i. That is very sensible of him.

ii. No sensible man would abuse a girl.

Sensitive : acutely affected by external impressions. She is very sensitive to both praise and blame.

70. Sole : only. He is the sole proprietor of the firm.

Soul : spiritual or immaterial part of person. We believe in the immortality of the soul.

71. Temper : disposition of mind. He is a man of fiery temper.

Tamper : meddle with , make unauthorised changes in. After his death, they tampered with his will.

72. Tenor : settled or prevailing course or direction. Such was the peaceful tenor of their life.

73. Tenure : period of holding. During his tenure of office, many strange things happened.

74. Unity : oneness. Work for national unity.

Union : being united. Union is strength, Trade Union.

Unison : harmony. Her voice was in perfect unison with the tune of the piano.

75. Vain : conceited. She is quite vain about her beauty.

Vein : manner. She said this in a humorous vein.

76. Waive : to forgo voluntarily. I have waived my claims in her favour.

Wave : The Boat is tossing on the waves.



III

READING AND WRITING SKILLS

- A) Read the paragraph carefully. Imagine that you are reporting this matter to your friend. Paraphrase the paragraph.

Although B.Ramlinga Raju has sought to take full responsibility for cooking Satyam's accounts, it's clear that 'Operation Fudging' at the company was a complex exercise and was meticulously planned and executed with precision. There were scores of meetings with dozens of people to falsify the documents of the company that was listed on the New York Stock Exchange.

[Times of India, 8/2/2009]

- B) Read the following interview between Dr. Jain and a journalist from NDTV 24 x7 .Frame suitable questions for the answers.

Q1.....?

Ans1. Dr. Jain: Epilepsy is a condition that is characterised by seizures, so seizures are an integral part of epilepsy but all seizures are not due to epilepsy. Having seizures does not necessarily mean that the person has epilepsy, but all people with epilepsy will have seizures.

Q.2

Ans2. Dr. Jain: The symptoms are predominantly seizures but having seizures does not necessarily mean having epilepsy.

Q.3

Ans 3. Dr. Jain: The most important thing is an eyewitness account of the seizure. Then you take into account the age of the person, the circumstances in which the seizure occurred, the number of seizures and a detailed examination of the patient.

Q4.....?

Ans 4. Dr. Jain: Seizures occur because of an abnormal discharge of an electrical activity from certain areas of the brain. So depending upon which area is firing at that time, a seizure would occur. It is like an electrical storm in the brain. You can have abnormal thought process, abnormal behaviour, unconsciousness, jerking of the body or just a sensation in the body.

Q5.....?

Ans 5. Dr. Jain: It is said that anyone who has a brain can develop epilepsy at anytime during his lifetime. Most people have their first seizure while they are still in school, so it is a condition that usually starts at young age. The other causes that are known to cause fits include lack of sleep, daily alcohol consumption, and flickering lights, especially at a particular frequency. Occasionally, especially in small children, if the blood glucose is low it can lead to fits. Lastly, high fever at any age can precipitate a fit.

Q6.....?

Ans 6. Dr. Jain: Yes, epilepsy is treatable. With drugs almost 60% to 70% of the patients can have full control of their fits or seizures. The patients respond very well to these drugs. These drugs are easily available and don't cost much.

C) Read the following alert or a warning given by a bank to its e-customers. Make a gist of the contents.

WHAT IS PHISHING :

- ☐ Phishing is a modus operandi where in a customer gets an e-mail that deceptively claims to be from a particular enterprise (like your Bank) and asking for account sensitive information.
- ☐ Phishing is a spoofed e-mail that closely resembles the Bank notices. The mail aims to convince customers to divulge account sensitive information such as Credit Card Numbers, Passwords and PINs, Bank Account Details etc.
- ☐ These Phishing mails have a legitimate-looking URL or an image, which when clicked directs the affected user to the Phishing site where in the account sensitive details are captured.
- ☐ Alternatively, sometimes the customer is asked to download and install "Security" software attached to the spam e-mail and doing so by the customer, the scamster can retrieve all the account related details.

Some tips to Identify Phising Mails!

- ☐ These emails generally ask for sensitive account information like Usernames, Passwords, Credit Card or Debit Card Numbers over the email.
- ☐ The emails may include content, which is bound to make you react. For example, the email may have content which would state, "Please click here to update your Account Information in order to keep your Bank Account active". Bank will never send such emails. In such cases, always back check with the Bank.

PROTECTION FROM PHISHING :

- ☐ Be wary of e-mail messages that ask for your account sensitive information such as Customer Id and IPIN details, Card related details or any other sensitive information in reference to your account.
 - ☐ Unless the e-mail is digitally signed, you can never be 100% sure of its source!
 - ☐ Do not click any links inside an e-mail of which you have the slightest suspicion. Instead use a web browser to reach a particular web address. (Type <http://www.hdfcbank.com>) instead of clicking on the link.
 - ☐ Ensure that any Web site visited is secure when submitting sensitive information such as Credit Card numbers or using your NetBanking IPIN.
1. One indication that a Web address is secure is if it starts with <https://> rather than <http://>.
 2. Another indication is a padlock icon at the bottom of the screen, which when clicked, displays a security certificate.
- ☐ Ensure that your browser requirement is up-to-date for accessing Net Banking.
 - ☐ Consider installing security software such as those offered by anti-virus specialists that can help detect virus, filter SPAM and/or ensure secure Internet Usage (firewalls).
 - ☐ Turn off your computer when not in use, to avoid criminals gaining access and misusing it for fraudulent purposes, which includes launching Phishing attacks.
 - ☐ If you receive any suspicious e-mail or website prompts which are asking for your private and confidential information in relation to your account with the Bank, please inform us immediately. You can forward the mail to us at fake_email@..... or call the nearest Phone Banking Numbers. access to it.

D) Complete the following sentences in the following passage by referring to the original words.

When the Principal discovered that one of the students in the first year, Alok Nandan, despite oral warning warnings, had been playing truant, he summoned him to his office. He looked at the boy sternly and asked him (1). Alok replied that (2). The principal looked astonished and asked him (3). Alok explained (4), but that.....(5). The principal asked (6), and the boy said.....(7). Then the principal enquired whether.....(8). Alok answered that (9) and added

that....(10). The principal thought for a moment and then remarked that.....(11). He went on to say, however..... (12).

The original words were :

- 1) "Why do you bunk?"
- 2) "I don't know sir."
- 3) "What do you mean?"
- 4) "I haven't any particular reason."
- 5) "I don't want to study further."
- 6) "How old are you, Alok?"
- 7) "Eighteen and a half, sir."
- 8) "Do you know what you want to do if you leave college?"
- 9) "I want to become an actor."
- 10) "My parents are willing to let me."
- 11) "Perhaps that is the best thing you can do."
- 12) "I wish I could still persuade you to complete your graduation."

E. As the sun disappeared, the darkness of the night enveloped the world. Yet, the presence of the full moon and the twinkling stars made the evening beautiful. I was tempted to go out for a ride, and was about to set out when I heard a footfall on the steps behind me. I turned round to find nobody there.

In about 300 words write what could follow from this introduction.

F. Read the following passage and answer the questions based on it.

It's hard to believe that desktop computers have only been around for 25 years or so, and the World Wide Web for even less time that . But just as the personal computer (PC) changed the way we organized and accessed information, the cell phone is transforming the ways in which we can find and use information. In the last decade, mobile phones have become more than just instruments to make and receive telephone calls. A new breed of mobiles, called smart phones, have features that were once exclusive domain of PCs, such as spreadsheets, e-mail, word processing and Web browsing. These smart phones carry out our personal information and provide access to the internet, while increasingly being used to navigate the real world.

Even in these tough economic times, smart phones have continued to sell. A recently released study indicates that about 23 per cent of

all handset sales in the US during the fourth quarter of 2008 were of smartphones. This figure is only expected to rise. As the computing power of these phones increases, the sort of tasks they will be able to perform will also become more complex. Already, smartphones are an amalgam of various other devices they are phones, media players, cameras and even navigation systems.

New software applications have made it possible for such phones to act as GPS devices. Not only can users view maps on their phones to figure out where they are, or to find a restaurant or the nearest petrol station, new software lets people locate other people. This has privacy implications, sure, but it also has the potential to change the way people think about their space. Location-aware phones will let consumers 'look' behind buildings and around the corners to find little shops and cafes they might otherwise have overlooked.

There are four billion cellphones in use around the world. India has 280 million of them. The mobile phone market in this country continues to grow in defiance of global trends. Not all of these are smartphones-. Indeed, most are not. But as time passes, the technology will get cheaper. For instance, colour screen mobiles was high technology just a few years ago, but is now a standard feature, while more and more phones ship with cameras. Future generations of smartphones could become the Swiss army knives of portable electronics. They will be able to handle everything from communications to our entertainment needs. And, just about everyone will have one.

[TOI, Editorial, 25March, 2009]

Read the passage carefully and answer the questions based on it.

- Q1. The passage was titled as "World In My Pocket". Do you think it's a good title? Justify your answer.
- Q2. What is the passage about?
- Q3. How many technological inventions are mentioned in the passage? In what way have they impacted communication?
- Q4. Enlist the uses of smart phones.
- Q5. Even in these tough economic times, smart phones have continued to sell. What does this show?
- Q6. What is the future of smart phones?

IV

Dialogue Writing : A dialogue is basically a conversation between two or more persons.

Read the following dialogue carefully.

Operator : “Good Morning! Bank. How can I assist you?”

Mr. Ameya : “Good Morning !. I am..... I hold an online trading account with you”.

Operator : “Could you tell me your the Trading Ac Number? Mr.

Ameya : “It is 444433222”

Operator : “Could you tell me your Date of Birth?”

Mr. Ameya : “May 1, 1960”

Operator : “Please tell me your D-mat account number, sir.”

Mr. Ameya : “29999345.”

Operator : “Thank you sir. Your token number is 2345. What can I do for you?”

Mr. Ameya : “I hold 75 shares of HFC. I want to sell them.”

Operator : “The share is currently trading at 250.19 /- sir.”

Mr. Ameya : “Good. I want to sell it.”

Operator : “At market?”

Mr. Ameya : “Yes . At market.”

Operator : “I will repeat sir. You wish to sell 75 shares of HFC at market.”

Mr. Ameya : “That is right.”

Operator : “Is there any thing else I can do for you sir?”

Mr. Ameya : “No , Thank you.”

Operator: “Have a good day, sir!”

Tasks :

A. You wish to enquire about the ‘order a caller tune of your choice’ scheme. Write a dialogue between you and your service provider.

B. Read the following passage carefully and try to reconstruct the original dialogue which must have taken place between the newspaper reporter and the survivor of the earthquake:

The reporter asked Mrs. R Swami, one of the survivors of the earthquake, what had happened? Mrs. Swami replied that she had just gone to bed at half past eleven when she felt the first tremor.

The bed started to tremble and she noticed the candle -stand, which hung from the ceiling, was swaying. The reporter asked her what she did then, and she said that she got out of the bed quickly and went to look out of the window. As she saw the wall of the opposite house come crashing down, she realized what was happening. She grabbed her slippers and rushed down the staircase alerting her neighbours. There was a terrible noise of constructions giving way and falling into rubble, people screaming, and clouds of dust in the air. The trembling stopped after full four minutes. She said what was an exclusive NRI colony looked like a ghost town.

C) "Mr. Dubash? Good Evening!. I am Amitabh Bacchan calling from "Kaun Banega Crorepati?"

Imagine a friend of yours is participating in the famous TV show. He has opted for one of the life lines, "phone a friend" and asked for your assistance. The beginning of such a dialogue is given above. Complete the dialogue between you and the host of the programme.

D) Write the conversation that is likely to take place between the Inquiry Officer and a passenger at the railway station. Make use of different types of questions and grammatical constructions.

E) Read the following dialogues and answer the questions below:

A. Shopkeeper: What can I do for you, sir?

Customer: Do you have a pencil box?

Shopkeeper: I have a few.

Customer: What is the price for this one?

Shopkeeper: Rs. 50/-

Customer pays money.

Shopkeeper: Thank you.

Customer: Thank you.

- i) What are the functions of thank you in this dialogue?
- ii) What does the use of a few suggest?
- iii) What type of questions are asked in this extract? Are they performing the same function?
- iv) Can you call this a communication situation? Explain.

B. Student A: Shall we bunk lectures today?

Student B: Yes, that's a very good idea.

C. Student A: Shall we bunk lectures today?

Student B: Yes, provided we sit in the library.

i) Pick out the sentences which express feedback.

ii) State the types of feedback and their functions.

iii) Which grammatical construction is used for expressing feedback?

iv) Which modal auxiliary is used in the question asked by Student A? What meaning does it convey?

F) Mr. Sen has just met Mr Patil, the new recruit, who is supposed to share his cabin. What questions will Mr Sen ask Mr Patil in order to know him better? Write a dialogue that is likely to take place between the two.



V

Speeches : What is a Speech?

A Speech is a public address. The purpose of a speech varies. It could be to inform, to persuade, or to entertain. It is different from a presentation in that a presentation is a carefully researched viewpoint, put forth with the help of visual aids, in order to convince the audience of a certain proposition.

An executive is expected to deliver impromptu, informal or formal speeches.

This chapter deals with speech drafting.

There are two aspects to speech drafting. 1. The draft— the written material and 2. It's delivery.

A. Look at the following two examples: {Study the drafts.]

Example 1.

Keep the Spark

Inaugural Speech for the new batch at the Symbiosis BBA program 2008

Chetan Bhagat -

Good Morning everyone and thank you for giving me this chance to speak to you. This day is about you. You, who have come to this college, leaving the comfort of your homes (or in some cases discomfort), to become something in your life. I am sure you are excited. There are few days in human life when one is truly elated. The first day in college is one of them. When you were getting ready today, you felt a tingling in your stomach. What would the auditorium be like, what would the teachers be like, who are my new classmates - there is so much to be curious about. I call this excitement, the spark within you that makes you feel truly alive today. Today I am going to talk about keeping the spark shining. Or to put it another way, how to be happy most, if not all the time. [Ice-breaker, an introduction of the topic/theme] Where do these sparks start? I think we are born with them***

I see students like you, and I still see some sparks. But when I see older people, the spark is difficult to find. That means as we age, the spark fades. People whose spark has faded too much are dull, dejected, aimless and bitter. Remember Kareena in the first half of Jab We Met vs the second half? That is what happens when the spark is lost. So how to save the spark?

To nurture, always have goals. It is human nature to strive, improve and achieve full potential. In fact, that is success. It is what is possible for *you*. It isn't any external measure - a certain cost to company pay package, a particular car or house.

Most of us are from middle class families. To us, having material landmarks is success and rightly so. When you have grown up where money constraints force everyday choices, financial freedom is a big achievement.

But it isn't the purpose of life. If that was the case, Mr Ambani would not show up for work. Shah Rukh Khan would stay at home and not dance anymore. Steve Jobs won't be working hard to make a better iPhone, as he sold Pixar for billions of dollars already. Why do they do it? What makes them come to work everyday?

They do it because it makes them happy. They do it because it makes them feel alive. Just getting better from current levels feels good. If you study hard, you can improve your rank. If you make an effort to interact with people, you will do better in interviews. If you practice, your cricket will get better. You may also know that you cannot become Tendulkar, yet. But you can get to the next level. Striving for that next level is important.

Nature designed with a random set of genes and circumstances in which we were born. To be happy, we have to accept it and make the most of nature's design. Are you? Goals will help you do that.

I must add, don't just have career or academic goals. Set goals to give you a balanced, successful life. I use the word balanced before successful. Balanced means ensuring your health, relationships, mental peace are all in good order.

There is no point of getting a promotion on the day of your breakup. There is no fun in driving a car if your back hurts. Shopping is not enjoyable if your mind is full of tensions.

You must have read some quotes - Life is a tough race, it is a marathon or whatever. No, from what I have seen so far, life is one of those races in nursery school. Where you have to run with a marble in a spoon kept in your mouth. If the marble falls, there is no point coming first. Same with life, where health and relationships are the marble. Your striving is only worth it if there is harmony in your life. Else, you may achieve the success, but this spark, this feeling of being excited and alive, will start to die. One last thing about nurturing the spark - don't take life seriously. One of my yoga teachers used to make students laugh during classes. One student

asked him if these jokes would take away something from the yoga practice. The teacher said - *don't be serious, be sincere*. This quote has defined my work ever since. Whether its my writing, my job, my relationships or any of my goals[. I get thousands of opinions on my writing everyday. There is heaps of praise, there is intense criticism. If I take it all seriously, how will I write? Or rather, how will I live? Life is not to be taken seriously, as we are really temporary here. We are like a pre-paid card with limited validity. If we are lucky, we may last another 50 years. And 50 years is just 2,500 weekends. Do we really need to get so worked up? It's ok, bunk a few classes, goof up a few interviews, fall in love. We are people, not programmed devices.

I've told you three things - reasonable goals, balance and not taking it too seriously that will nurture the spark. However, there are four storms in life that will threaten to completely put out the flame. These must be guarded against. These are disappointment, frustration, unfairness and loneliness of purpose.

Disappointment will come when your effort does not give you the expected return. If things don't go as planned or if you face failure. Failure is extremely difficult to handle, but those that do come out stronger. What did this failure teach me? is the question you will need to ask. You will feel miserable. You will want to quit, like I wanted to when nine publishers rejected my first book. Some IITians kill themselves over low grades – how silly is that? But that is how much failure can hurt you.

But it's life. If challenges could always be overcome, they would cease to be a challenge. And remember - if you are failing at something, that means you are at your limit or potential. And that's where you want to be.

Disappointment's cousin is frustration, the second storm. Have you ever been frustrated? It happens when things are stuck. This is especially relevant in India . From traffic jams to getting that job you deserve, sometimes things take so long that you don't know if you chose the right goal. After books, I set the goal of writing for Bollywood, as I thought they needed writers. I am called extremely lucky, but it took me five years to get close to a release.

Frustration saps excitement, and turns your initial energy into something negative, making you a bitter person. How did I deal with it? A realistic assessment of the time involved – movies take a long time to make even though they are watched quickly, seeking a certain enjoyment in the process rather than the end result – at least I was learning how to write scripts , having a side plan – I had my third book to write and even something as simple as pleasurable distractions in your life - friends, food, travel can help

you overcome it. Remember, nothing is to be taken seriously. Frustration is a sign somewhere, you took it too seriously.

Unfairness - this is hardest to deal with, but unfortunately that is how our country works. People with connections, rich dads, beautiful faces, pedigree find it easier to make it – not just in Bollywood, but everywhere. And sometimes it is just plain luck. There are so few opportunities in India, so many stars need to be aligned for you to make it happen. Merit and hard work is not always linked to achievement in the short term, but the long term correlation is high, and ultimately things do work out. But realize, there will be some people luckier than you. In fact, to have an opportunity to go to college and understand this speech in English means you are pretty darn lucky by Indian standards. Let's be grateful for what we have and get the strength to accept what we don't. I have so much love from my readers that other writers cannot even imagine it. However, I don't get literary praise. It's ok. I don't look like Aishwarya Rai, but I have two boys who I think are more beautiful than her. It's ok. Don't let unfairness kill your spark.

Finally, the last point that can kill your spark is isolation. As you grow older you will realize you are unique. When you are little, all kids want Ice cream and Spiderman. As you grow older to college, you still are a lot like your friends. But ten years later and you realize you are unique. What you want, what you believe in, what makes you feel, may be different from even the people closest to you. This can create conflict as your goals may not match with others. And you may drop some of them. Basketball captains in college invariably stop playing basketball by the time they have their second child. They give up something that meant so much to them. They do it for their family. But in doing that, the spark dies. Never, ever make that compromise. Love yourself first, and then others.

There you go. I've told you the four thunderstorms - disappointment, frustration, unfairness and isolation. You cannot avoid them, as like the monsoon they will come into your life at regular intervals. You just need to keep the raincoat handy to not let the spark die.

I welcome you again to the most wonderful years of your life. If someone gave me the choice to go back in time, I will surely choose college. But I also hope that ten years later as well, your eyes will shine the same way as they do today. That you will Keep the Spark alive, not only through college, but through the next 2,500 weekends. And I hope not just you, but my whole country will keep that spark alive, as we really need it now more than any moment in history. And there is something cool about saying - I come from the land of a billion sparks.

A speech has a beginning that connects with the audience, and sets the tone for the view point the speaker is going to put across. It has a middle , where the speaker elaborates on his premises, thoughts . It's a kind of justification that he puts forth with the help of examples, anecdotes, illustrations. He concludes the speech by summarizing his key arguments.

Example 2.

An open letter from Shailesh Gandhi

[permalink](#)

Noted activist Shailesh Gandhi was awarded the Nani Palkhiwala Memorial Award on Friday at Mumbai. Here is a reproduction of a public email form Shailesh Gandhi found in a Yahoo group, in connection with the said event.

From: Shailesh Gandhi
Date : Jan 12, 2008 2:07 AM
Subject: Acceptance
To: Citizens of India

Fellow Citizens of India,

It is indeed a great privilege and honour to receive this award instituted in the memory of Shri Nani Palkhiwala. He towered above most of us by his intellectual prowess, and insistence on adhering to values and the truth at all times. The hallmark of this man was that he followed his conscience with an outstandingly honest commitment to logic and facts. I feel humble in receiving this award instituted in his memory. It is also a privilege to have been selected by an Institution and a jury of great repute. I am conscious that this award is really more a recognition for the revolution of Right to Information, -than for me. RTI has swept across the Nation gaining strength by Citizen participation and activism.

The first campaign for Right to Information was started in 1990 in rural Rajasthan by MKSS,- led by Aruna Roy, Nikhil Dey and Shankar Singh. Across the country many people have been championing the cause of transparency and for codification of this fundamental right of Citizens. To name a few;- H.D. Shourie, Ajit Bhattacharjee, Prabhash Joshi, Jean Dreze, Maja Daruwala, Prashant Bhushan, Arvind Kejriwal, Prakash Kardaley and Shekhar Singh were amongst the many who have over the years agitated and lobbied for a good Right To Information Act. In Maharashtra we owe a great debt to Shri Anna Hazare not only for getting a good State Act, but also for spreading it as a Public movement, and continuously ensuring that the Government takes steps to improve its implementation.

Lokmanya Tilak's epic call still rings in our years — "Swaraj ha maza janmasiddh hakk ahe, ani to me milawnarch ||". We have a reasonable system of elections. Citizens are able to change their elected representatives, but the Swaraj we dreamt of, never came.

What we have is an elective democracy, not a participatory democracy. This is because we have missed the essence of Lokshahi-which means Logonki Shahenshahi. The essence of democracy is that the individual Citizen is a sovereign in her own right, and she gives up part of the sovereignty to the State, in return for which she gets the rule of law. This respect for YOU,-the sovereign Citizen of India, and for the rule of law has been missed completely. Our Institutions have become playgrounds of the powerful, where the individual is helpless. If a Citizen approaches an elected representative, he may or may not get a hearing in 24 hours; if she writes to a Public servant she may or may not get an answer in 12 days; and if she approaches the Courts a BMW will metamorphose into a truck and the final decision will probably be obtained after a decade. The individual Citizen instead of being respected has become the bechara. If Tilak were here today he would have again said, "Swaraj ha maza janmasiddh hakk ahe, ani to me milawnarch", karan Swaraj keva aalach nahi. 15th August, 1947 only saw a transfer of Raj from the whites to the browns.

While we see a soaring sensenex, a double digit growth of GDP and malls, and a growing number of billionaires, over 70% of my countrymen live on less than Rs.20 per day, and more than 45% of our children suffer from malnutrition. These Citizens of India bow with servility before the Public servant, prostrate themselves before their arrogant elected representatives and do not even dare to approach the judiciary. Investigations of criminal complaints in Slum Rehabilitation Authority matters have been stalled and the Criminal Procedure Code suspended by the Maharashtra Government, despite High Court orders. The Court waits for Godot, while the underworld has now taken over these matters. If the Common Citizen challenges the powerful criminals in Court, he might end up sacrificing decades of his lifetime for this folly. Six decades after Independence, India is seeing a reincarnation of the Princes and Zamindars in their new Avatars;- as monopolists and SEZ owners who actually dictate policy and implementation. The State provides the lathais and the armies for these. The Government itself admits that around 25% of India's districts have chronic and endemic violence. Dr. Binayak Sen, has been locked up without any crime and with the knowledge of the highest court in the land.

Many others suffer across the Nation and they do not even weigh on our conscience — since they are invisibles — the 'Le Miserables' who will perhaps someday have to threaten our growth,

progress and peace with violence to get their just dues. In 1982 Mr. Palkhiwala had described the plight of the Citizen in this verse:" His speech is of mortgaged bedding, On his vine he borrows yet, At his heart is his daughter's wedding, In his eye foreknowledge of debt. He eats and hath indigestion, He toils and he may not stop; His Life is a long-drawn question Between a crop and a crop."

After a quarter century, i feel it could have been written yesterday.

Most institutions have failed India since they have become the domains of the powerful. Brazenly they have appropriated what belongs to the people, - lands, money and power. In this grim scenario there are two possibilities; - either a movement towards violent solutions by the disempowered, or a campaign for greater accountability and empowerment by Individual Citizens to monitor the Government and implement the laws. The contract is between each individual sovereign with the State. Right To Information provides an avenue for the Common Citizen to question his Government, get accountability, find out about policy implementation, expose corruption and get respect for the majesty of the Indian Citizen. The elegant law provides an inexpensive, timebound and simple instrument to Citizens, which can be used by them from their own house with an input of less than an hour and around 50 rupees.

Individual citizens have used RTI to curb corruption in the issue of ration cards, Incometax refunds, pensions and so on. A RTI application made the Government install jammers to stop the use of mobile phones by its inmates in Arthur road prison, while another forced a rapist cop to be dismissed. RTI reveals that 550 lessees in Mumbai illegally occupy 1200 acres of lands as illegal occupiers, though their leases have expired. This is done with the connivance of the Government. We the People lose over 8000 crores annually in Mumbai alone on this count. Privatisation of water supply was stopped in Delhi. A RTI query to JJ School of Arts made them realize the priceless paintings they were holding! Thus there are many varying and different ways in which Citizens are using RTI to monitor government performance, support the honest Public servants, curb corruption and get proof of laws being broken. Most importantly the individual Citizen-the Sovereign of India,- is feeling empowered and is beginning to impact on the Governance of the Country. He is seeing the possibility of getting the Swaraj which escaped her 60 years back. RTI is growing without any one organization or National leadership guiding or dictating it,- in short without any hierarchy. This is truly a Citizen empowerment revolution which is sweeping across the Country, awakening the common Citizen.

As I stand here, I would like to acknowledge my deep gratitude to the many well wishers, friends and my family who have given me immense love and warmth. My special thanks to my parents,-who are no more,- my daughter and son-in-law Ayesha and Omesh, and my wife Bharti who have supported me consistently in pursuing my convictions.

All of us individually share this historic opportunity to be the agent for the change we desire. Right to Information is helping to uncover the facts, the reality which exists in our Public Authorities. It is indeed a search and quest for transparency and truth. Sixty years back Satya helped us to rid the Country of our white masters, now RTI will help us to attain the Swaraj we missed. It is critical that we the People defend and nurture this Right for the next few years. The authority and the responsibility vest with you and me,-the Sovereign Citizens of India. I accept this award on behalf of the Common Citizen of this Nation, who is now empowered with his Right to Information to change the Governance of the Country.

Shailesh Gandhi

Love

shailesh

All my emails are in Public Domain.

Defeat is not final when you fall down. It is final when you refuse to get up.

This is the acceptance of award speech sent via an E – mail.

This draft has a beginning that speaks of the renowned lawyer, the late Nani Palkhiwala , and the writer's expression of gratitude for being selected for such an honour.

It then connects to the main theme – the reason for conferring the award—his endeavour to make the RTI act available to the common man, as a weapon against exploitation. He sums up the speech reiterating the theme of empowerment of the common man.

B. Drafting of Speech :

I. An executive will be expected to give formal and informal, pre-planned and impromptu speeches. One must begin by making a plan for the speech.

I. Beginning :

A speech must have a beginning. A most common strategy is to underline the theme -

- a) We are gathered here to celebrate.....
- b) I welcome you to the inauguration of
- c) We are happy to announce the launch of
- d) It gives me a pleasure to welcome our chief guest who has won the prestigious award.
- e) We have gathered here to condole the tragic demise of/ to mourn the sad passing away of.....

II. The Middle : This will elaborate the main idea. For instance –

- a) I have known Mr..... for the last twenty years. I remember our first meeting, an accidental one..... What struck me was his simplicity, forthright attitude.....,
- b) Our product come into being, notionally, two years ago when Mr..... suggested that
- c) Our guest Mr. has been chosen rightly for the award. His massive body of works includes.....

III. End: This must connect to the main theme or restate the main idea, giving the speech a complete wholeness.

- a) We pray for her soul..... May God give the strength to face..... She will always be remembered...
- b) We tell Mr. that we look forward to He has made us proud.

II. Delivery : A speech is about connecting with the audience. Hence the manner of delivery becomes very important. A speaker must train himself to speak audibly, clearly and with conviction.

He must use his body language appropriately. He must look relaxed, stand upright and establish eye-contact with the audience. The speaker, at initial stages, may rehearse his speech. But it should not look as if he is parroting the lines. Use of voice modulations, pauses is a must.

A speaker can evolve himself into a good orator if he brings in a dramatic element and perform like a consummate actor, who gives a natural, effortless performance.

C. Routine Events and Drafting of Speeches :

1. Welcome and Introduction: In a welcome speech speaker welcomes the guest and gives information about him to the audience. He then highlights the achievements of the organization and introduces the organization to the speaker.

The speech begins with an expression of welcome to the chief guest, other guests and the audience .This is followed by an introduction of the chief guest, which is prepared from the bio-data of the guest. The introduction is partly biographical and partly highlights those qualities of the guest that the audience will find

interesting. This is followed by a short history or report of the organisation's achievements. The mention of the occasion, its importance too will be a part of introductory speech.

2. Inaugural Speech : Inaugural marks the start of an activity. The guest begins his speech by commenting on the occasion— e.g: Opening of a hospital, Opening of a book exhibition—. After few opening remarks the speaker can highlight social relevance of the activity.

3. Vote of Thanks : This speech comes at the end of the function and it is an expression of gratefulness towards the speaker as well as the audience. The speaker should make a list of all the people he must thank. He must summarise the guest's remarks. He must acknowledge everyone who has contributed to the success of the programme.

4. Farewell / Send off : A farewell or send off speech is given when a person retires, resigns from the organization. It is an emotional occasion. The speaker must summarise the career graph/ achievements of the colleague who is leaving the organization and combine it with speaker's personal experience of the colleague as a person. This means combining of speaker's experience of the colleague as a co-worker and as a person. The speech ends with good wishes for health, achievements, happiness, contentment, further achievement of the colleague.

5. Condolence : The tone and content of this speech should to be solemn. Opening sentences mention the cause and circumstances of death. This is followed by a brief life sketch of the person - highlighting his/her contribution to organization/ society. This has to be combined with the speaker's personal memory or experience that highlights the qualities of the departed person. The speech ends with an expression of a sense of grief and loss. It could end in a prayer for the departed soul or with an expression of support for family.



VI

BOOK REVIEW

I. Book Review :

There are two approaches to book reviewing: the descriptive and the critical. A descriptive review is one in which the writer gives the essential information about a book in an objective manner. He does so by summarizing the theme, by describing the narrative technique used by author, by stating the perceived aims and purposes of the author, and by quoting striking passages from the text. A critical review is one in which the writer evaluates the book, in terms of accepted literary and historical standards, and substantiates this evaluation with evidence from the text.

This chapter focuses on the drafting of a simple, descriptive and analytical review of a book.

Here are some of the tips :

1. Summarise the theme or main topic at the beginning of the book so that the reader gets a fair idea what the book is about.
2. What aspects of the genre does it use? Is it a mystery, romance, travelogue, autobiography?
3. What aspects of the book you like-theme, narrative, characterization, style? What is the author's/narrator's - voice || like?
4. Substantiate your arguments with short quotes from the book to illustrate your points.
5. Your review should explain not only what the book is about but also your response to it. A good review should express the reviewer's opinion. It should also influence the reader.
6. Research on the biographical information of the author can help you not only to formulate your opinion but to give you that additional edge.

"Remember, a book is a product of an author's mind, and therefore it may be helpful to know something about the author and how she or he came to write the book. For instance, a little research will reveal the following about author Harper Lee:

- ⇒ To Kill a Mockingbird, which won the Pulitzer Prize, is the only book she's ever published.
- ⇒ The town she called Maycomb is really Monroeville, Alabama. Many of the residents thought the author had betrayed them by writing the book.

- ⇒ Some people think she based the character Dill on Truman
- ⇒ Capote, a famous writer, was her childhood friend."

[Rodman Philbrick, www.teacher.scholastic.com]

There is, of course, no set formula, but a general rule of thumb is that the first one-half to two-thirds of the review should summarize the author's main ideas and at least one-third should evaluate the book.

Example: *Where have All the Leaders Gone?* By Lee Iacocca with Catherine Whitney. 2008. Scribner. Pages 288.

Lee Iacocca's latest stricture on the political leader or the absence of one, could not have come at a better time. / come at a more opportune time- it was published in April, 2008, before a disillusioned, disheartened America went to polls in November 2009. Iacocca, at 82, considers it his patriotic duty, to raise his voice to wake up fellow Americans. He wants to arrest America's fall from its super power status into the abyss of ignominy. By raising his solitary, grandfatherly voice, he wants to shake America out of its complacency.

When told by his friends to 'leave the rage to young people' Iacocca tells them that he would love to leave the job to youngsters, = as soon as I can pry them away from their iPods for five seconds and get them to pay attention'. He holds these mindless voters and the non-voters responsible for putting the wrong people in office, whose wrong decisions cause potential damage to a country and its people.

He holds the incompetent Bush administration responsible for all the mess—political, social and economic – the country finds itself in. He brings in his experience from the field of management to define the qualities—9 Cs of a good leader. These are – Curiosity, Creativity, Communication Skills, Character, Courage, Conviction, Charisma and Common Sense. He feels it is important that voters look for these qualities in the candidate, who they are going to entrust with country's top job. To Iacocca, a leader is not born but made and that the leadership is forged in times of crisis.

Though the book bemoans the absence of good leadership in America, Iacocca exhorts fellow Americans to make a choice between silently accepting what the incompetent political class has done to them or to do something about it. He is asking them to choose the latter. He is a doer and believes that a turnaround was possible when he headed Chrysler. Similarly, a turnaround for America is possible too, if right people are chosen to make decisions for it.

Written in a conversational style and colloquial idiom, this book is straight from the heart. A must-read for all Indians, who go to polls in April 2009 and who vented similar anger towards the selfserving political class, post 26/11 Mumbai attacks.



munotes.in

VII

DRAFTING A REPRESENTATION

A representation is a complaint, oral or written, or a polite protest made to an authority by an individual or a body of individuals, who have a common interest. Example: A representation of Residents' Association to the Municipal Ward officer, about the piling up of garbage and its hazardous effects on health. While a representation is similar to a complaint, its scope is much wider. It is made for a common cause and the complainants may suggest a course of action and persuade the authorities to follow it.

A representation should be divided into two parts :

1. First part is devoted to put across the case in point.
2. Second part should give possible solutions/ suggestions to overcome a problem or a crisis.

Bo-Commuters' Association.

January 1, 2009.

Example :

Hon'ble Mr.....
Minister for Railways
Government of India.

Dear Sir,

We the members of the Bo-Commuters' Association, wish to draw your urgent attention to the problems faced by commuters commuting between Borivali and Churchgate.

1. At the outset, let us put on record our appreciation for the efforts made by Metropolitan Railway authorities, to successfully expand the services in order to accommodate the growing number of commuters, by adding two additional platforms – no 7 and 8 to the existing ones.

The authorities, however, at the same time, by allocating platform 1 for Virar-bound trains and platform 3 for Virar –Churchgate fast trains, have done away with all the gains, the commuters from Borivali may have benefited with.

2. To catch a train from platform numbers 7 and 8 commuters end up walking for additional 10 to 15 minutes, as these platforms are at a distance from the main platforms. There are no exit/ entrance points. Reaching these platforms, as it is, is a quite trying exercise.

But it becomes a nightmarish experience, when the trains get rescheduled to leave from these platforms and commuters have to navigate their way through the crowds. This, unfortunately is becoming a routine happening, which is putting additional stress on regular travelers.

3. you are well aware that it is next to impossible to board any Virar–Churchgate train during peak hours. And hence regular commuters are left stranded.

Thus, though a majority of trains start from Borivali, the commuters are greatly inconvenienced under this new scheme of things.

We, therefore, request the following :

1. Let platform number 1 and 2 be restored back to commuters from Borivali. Platform number 3 could be used for Virar bound trains.
2. There should be no last minute announcements cancelling trains from the regular platforms and their rescheduling on 7 and 8, as it is near impossible to make the distance in two to three minutes.

We request your urgent attention to these problems, as your ignoring these woes could escalate into a full-fledged crisis.

Yours faithfully,

Bo-Commuters Association

Tasks:

1. Write citizens' representations for the following :
 - a) Increasing levels of noise pollution
 - b) Congestion on roads
 - c) Ragging in professional colleges.



VIII

PRECIS WRITING

Introduction:

The word 'précis' is derived from French and means 'exact' or 'concise'. It has been defined variously by different people but generally stands for a short, precise restatement of the important ideas and points made in a given text. There is no standard set as to the length of the summary written down; the generally accepted length is one-third of the original passage. However, it is essential to keep in mind that the précis is not simply a list of the main points of the original passage or a mere paraphrase. It should read like a piece of continuous writing, with a sequential arrangement of ideas expressed it and a good use of relevant vocabulary. Comments, explanations, elaborations, criticisms, personal opinions of the writer of the précis must be avoided at all costs.

The précis tests the talent of the writer in his/her ability to grasp the basic points/ main ideas of the passage and the ability to reproduce the main points in his/her own style of writing without drifting away from the basic premise of the original author. The skill of précis writing is considered highly important for this reason alone. The skill of précis writing is helpful in summarising excessive information, lengthy reports, articles and books, multiple data sets, etc. to isolate the fundamental ideas which are of significance without missing any points. A good précis should be clear, concise and complete in all respects.

Points to keep in mind while writing a Précis:

I] Read the passage carefully:

- Read the passage first skimming for details.
- Re-read the passage the second time and underline the main ideas/points/phrases/words, etc.
- Jot down the essential points and ignore the rest.

II] Preparing the first draft:

- Write out the first draft based on the key points that have been underlined/ jotted down.
- Compare the draft with the original passage to check for any omissions, deletions, additions, irrelevancies, etc.
- Words/ Phrases from the passage can be used, but it is a better idea to use one's own vocabulary as it will help in reducing the length of the passage.
- It is a good idea to check the length of the passage here. If it exceeds the limit, unnecessary words, phrases may be deleted or sentences rewritten to bring the passage to approximately one-third of the original passage.

III] Preparing the second draft:

- Rewrite the first draft so as to form coherent sentences and a logical piece of writing.
- Express all the points in a generalised form.
- Avoid examples, illustrations, literary flourishes used by the author.
- Retain conciseness and eliminate repetition or irrelevant details.
- Read the draft once again focussing this time on spelling and punctuation. Look out for grammatical errors.
- Compare with the original passage to ensure that it covers all the points mentioned in the original and emphasises the same points.
- Check for clarity, conciseness and completeness.

IV] Writing the Précis:

- Write out the second draft neatly without any errors.
- If required, mention within brackets the number of words used in the précis at the bottom right-hand corner of the précis.
- Write 'Rough' above the first two drafts or strike them out.

The technique of writing a précis is handy not just for the office executive but also for a student in essay writing, note-taking, researching papers and writing answers to text-based questions. The technique though simple is not easy to master and requires practice. It requires a better grasp of vocabulary and the ability to substitute a word/phrase for a group of words without altering the meaning of the sentence.

Here are a few examples to help you understand the technique of précis writing:

Example 1:

Human rights are rights held by individuals simply because they are a part of the human species. They are rights equally shared by everyone regardless of sex, race, nationality and economic background. They are universal in content. Across the centuries, conflicting political traditions have elaborated different components of human rights or differed over which elements had priority. In our day, the manifold meanings of human rights reflect the process of historical continuity and change that helped shape their present substance and helped form the Universal Declaration of Human Rights adopted by the General Assembly of the United Nations in 1948.

(101 words)

Let us now use the above mentioned method to draft a good précis:

First of all, let us underline the key words, phrases as we read:

Human rights are rights held by individuals simply because they are a part of the human species. They are rights equally shared by everyone regardless of sex, race, nationality and economic background. They are universal in content. Across the centuries, conflicting political traditions have elaborated different components of human rights or differed over which elements had priority. In our day, the manifold meanings of human rights reflect the process of historical continuity and change that helped shape their present substance and helped form the Universal Declaration of Human Rights adopted by the General Assembly of the United Nations in 1948.

What are the main points in the passage? Let us jot them down, as far as possible, in our own words:

- i) Human rights are given to individuals because they are human beings.
- ii) They are universal and available to all.
- iii) They have been defined differently by different groups through history.
- iv) These different meanings are reflected in the Universal Declaration of Human Rights of the United Nations.

Now, let us put together the points in a coherent and continuous form. The précis will read as follows:

Human rights are universal and available to all human beings. The different meanings attributed to the concept by several groups through history are reflected in the Universal Declaration of Human Rights of the United Nations.

(35 words)

Example 2:

Accounting is the language of business. Corporations need to communicate their results to the world. Their audience includes employees, investors, creditors, customers, suppliers and communities. Within the company, accounting information provides a means to control, evaluate and plan operations. Whatever the audience or function, accounting is numbers. Accountants “count the beans” so that business activity can be recorded, summarized and analysed. Accountants have been around from the beginning of time and professors don’t let you forget it. In biblical times the accountants kept track of how much grain was stored in the community’s silos. How do you think King Solomon knew that there was only a thirty-day supply of grain during a drought? It was from the accountants. Throughout the ages accountants have kept track with their fingers, abacuses and calculators. In modern times

accounting has gone beyond the physical count of grain in storage to complex accounting activities.

(148 words)

You can underline the key points of the passage as you read it. Let us move on to jotting down the main points:

- i) Accounting is needed to communicate company results to the world.
- ii) Internally, accounting is essential for planning and control.
- iii) Accounting is a numerical method of summarising and analysing business.
- iv) Accounting in different forms has been around since the times of King Solomon.
- v) Today, accounting has become a highly complex activity.

Now, let us put together the points in a coherent and continuous form. The précis will read as follows:

Accounting is a numerical method of summarising and analysing business. It is required internally, for planning and control and externally, to communicate company results to the world. Accounting in simple forms has been around for ages though today it has become a complex business activity.

(45 words)



IX PUNCTUATION

Punctuation is the system of symbols (. , ; ! ? : etc) that is used to separate sentences and parts of sentences, in order to make their meaning clear. Each symbol is called a “punctuation mark”. There are in all 14 punctuation marks in English.

I. Sentence Endings [(.),(?),(!)]

Three punctuation marks are appropriate for use as sentence endings. They are the period or full stop(.), question mark(?), and exclamation mark(!).

1) The period or (.) Full Stop is placed at the end of declarative sentences .

For example:

Let us understand the punctuation marks.

- After an abbreviation: a.m., A.D., B.C.

2) Use a question mark (?) to indicate a direct question or an interrogative sentence.

For example:

How is the minister now?

3) The exclamation point/mark (!) is used when a person wants to express an intense emotion or add emphasis.

Within dialogue: “What a lovely idea!”

To emphasize a point:

It is so shameful!

II The Comma (,), Semicolon (;) and Colon (:)

The comma, semicolon and colon are used to indicate a pause in a series.

1) The comma (,) is used to indicate a separation of ideas or elements within the structure of a sentence.

a) i) Separation of elements within sentences:

Students were provided with pens, pencils, boxes and water bottles.

ii) Separation of phrases within sentences:

The police charged down the street, turned into a small alley that led to the highway.

- b) Separation of clause within sentences :
Since it was raining heavily, he waited at the busstop, jumped into the first bus that came along, only to find that it was the wrong bus.
 - c) It is used in letter writing after the salutation and closing.
Letter Salutations: Dear Sir,
Yours sincerely,
 - d) Separation of two complete sentences:
We went to the sale , and we went to the restaurant.
- 2) a) The semicolon (;) is used to connect independent clauses that indicate a closer relationship between the clauses than a period does.
For example:
He was hurt; her words further added insult to injury.
- b) To separate elements in a list when the elements themselves contain commas. Fill up the form; attach photocopies of the mark-lists, two passport size photographs; submit these to the office.
- 3) A colon (:) is used -
- a) before a word introducing a quotation,
He said : "Hey Ram!"
 - b) while citing an explanation, an example, or a series
Following members were present :
There are three kinds of oil: vegetable, animal and mineral.
 - c) within time expressions , to separate the hour and minute:
For example:12 : 15 p.m.

III. The Dash[-] and the Hyphen [-]

- 1) A hyphen (-) Use a hyphen between the parts of a compound word to join up two words .
- a) Between a compound name:
 - b) Within a compound word: back - to – back, sister-in-law
- 2) A dash(-) is used
- a) To mark a pause before an explanation
The green houses gases –CO₂,methene
 - b) To show a range
Dr.....,1920-95

- c) To enclose a parenthesis
If we can speculate in the volatile – potentially fluctuating – market
- d) To sum up the elements preceding Ritha, Amala, Heena –all the Indian herbs are mixed together.

IV. Brackets, Braces, and Parentheses

Brackets, braces, and parentheses are symbols used to contain words that are a further explanation or are considered a group.

Parentheses () are curved notations used to give additional or qualifying information. Parentheses can be replaced by commas without changing the meaning in most cases.

For example: The heart specialist (Dr.Panda) was specially flown in.

Square brackets ([]) are used for technical explanations or while inserting words which are not a part of the original quote.

Braces ({}) are used to contain two or more lines of text or listed items to show that they are considered as a unit.

V. Apostrophe(=), Quotation Marks(== ||), and Ellipses(...)

The final three punctuation forms in English grammar are the apostrophe, quotation marks, and ellipses.

- 1) An apostrophe (=) is used to indicate
 - a) the omission of a letter or letters from a word : It's [It is]
 - b) the possessive case : Martyr's Day
- 2) The quotations marks (— ||) are the punctuation marks that are used primarily to mark the beginning and end of a passage attributed to another and repeated word for word.
 - a) "A thing of beauty is a joy forever..."
 - b) Single quote marks(=) are used most frequently for quotes within quotes.
"It is rightly said, ' Teach a man , you teach a person. Teach a woman, you teach a family."
- 3) The ellipses is generally represented by three periods (. . .), and occasionally with three asterisks (***). They indicate an omission, especially of letters or words. Ellipses are frequently

used within quotations to jump from one phrase to another, omitting unnecessary words that do not interfere with the meaning.

You were never really caught in a traffic jam. You are the traffic jam [Lead India Campaign-TOI]

Example :

...A recent report by the IT industry trade group, Nasscomm, made a startling declaration- only one in four engineering graduates in India are employable, a conclusion that was based on a thorough assessment of their tech skills, fluency in English, inclination towards teamwork, and presentation skills. What's more, the study is not an isolated aberration.... Dr.APJ Abdul Kalam , asserted that only 25 per cent of graduating students were employable, and that students were lacking in areas such as technical knowledge, English proficiency and critical thinking.... [Education Times, TOI, Feb 21, 2008]

Task : Punctuate the following paragraph.

... And yet it's not a fair deal

Just look at what we get in return How many of our candidates are truly morally qualified to decide the way we live Honestly with a past as dubious as some of theirs there can only be one loser at polls Us...

[Lead India =09]

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